

S000401	5
S000402	6
S000403-000404	7
S000405	9
S000406	10
S000407	11
S000408	12
S000409	13
S000410	14
S000411	15
S000412-000414	16
S000415	19
S000416	20
S000417-000418	21
S000419-000420	23
S000421-000422	25
S000423	27
S000424	28
S000425	29
S000426	30
S000427	31
S000428	32
S000429	33
S000430	34
S000431-000433	35
S000434-000435	38
S000436	40
S000437	41
S000438	42
S000439	43

S000440	44
S000441	45
S000442	46
S000443	47
S000444	48
S000445	49
S000446-000447	50
S000448	52
S000449	53
S000450	54
S000451-000452	55
S000453	57
S000454-000455	58
S000456	60
S000457-000458	61
S000459-000460	63
S000461-000463	65
S000464	68
S000465-000466	69
S000467	71
S000468	72
S000469	73
S000470	74
S000471	75
S000472	76
S000473	77
S000474-000475	78
S000476	80
S000477-000479	81
S000480-000482	84

S000483-000485	87
S000486	90
S000487	91
S000488-000490	92
S000491	95
S000492	96
S000493	97
S000494	98
S000495	99
S000496	100
S000497-000498	101
S000499-000500	103
S000501-000502	105
S000503-000504	107
S000505	109
S000506	110
S000507-000508	111
S000509	113
S000510-000511	114
S000512	116
S000513-000515	117
S000516-000517	120
S000518	122
S000519	123
S000520	124
S000521	125
S000522-000523	126
S000524-000580	128
S000581-000582	185
S000583-000588	187

S000589-000591	193
S000592-000595	196
S000596-000599	200
S000600-000603	204

From: Bert Schwarzschild
To: ACP.AIP(CDAY, GLUBKIN, JSCHMIDT, PELLIOT, RWEHRENB...
Date: 4 Nov 1997 (Tue) 9:58
Subject: Index categories -Reply

I've often found "Facilities" to be a useful index catagory. I think it should be kept.
BertI

CC: ACP.AIP(CHARRIS, JBARKER, SBENKA),

S 000401

From: Gloria Lubkin
To: ACP.AIP(BSCHWARZ, CDAY, JSCHMIDT, PELLLOT, RWEHREN...
Date: 3 Nov 1997 (Mon) 15:33
Subject: Index categories -Reply

I still feel we need to add a couple of categories because of the 50th anniversary of PT:

We requested submissions of humor (in both Oct. and Nov.) and in 1998 will presumably publish a lot of it.

We announced the Search Essay Contest (in both Oct. and Nov.) and in 1998 will presumably publish one or more such essays. I had suggested to Graham and Judy, based on a conversation with Spencer Weart, that we see what the Library of Congress uses. Spencer guessed that we should call the category "predictions."

CC: ACP.AIP(CHARRIS, JBARKER, SBENKA),

S 000402

From: Jean A. Kumagai <jak@interport.net>
To: Graham Collins <gcollins@aip.org>
Date: 3 Nov 1997 (Mon) 14:56
Subject: Re: Index categories

Graham,

I'd like to suggest adding the category "Latin and South America". A number of items fall into that category.

Will there be a category for NIST? If so, it should be included in the cross-reference for Dept of Commerce.

Also, I agree with your earlier messages about not arbitrarily limiting the number of categories per item to 3. It seems to me the motivation for having an index is (or should be) to make it easier to look things up in past issues.

Jean

CC: ACP.AIP(WKORNB,TFEDER,SBENKA,RWEHRENB,PELLIOT,JS...

S 000403

Received: from amsterdam.interport.net ([199.184.165.9])
by ACPGate.acp.org (GroupWise SMTP/MIME daemon 4.1 v3)
; Mon, 3 Nov 97 14:56:28 EST
Received: from [207.38.249.141] (ts4port52.port.net [207.38.249.180])
by amsterdam.interport.net (8.8.5/8.8.5) with SMTP id OAA27956;
Mon, 3 Nov 1997 14:56:18 -0500 (EST)
Date: Mon, 3 Nov 1997 14:56:18 -0500 (EST)
X-Sender: jak@pop.interport.net
Message-Id: <v01530520b083ale48fea@[207.38.249.141]>
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
To: Graham Collins <gcollins@aip.org>
From: jak@interport.net (Jean A. Kumagai)
Subject: Re: Index categories
Cc: jak@interport.net, bgl@worldnet.att.net, bschwarz@aip.acp.org,
charris@aip.acp.org, clucas@aip.acp.org, eplotkin@aip.acp.org,
gcollins@aip.org, goodwin@aip.acp.org, jschmidt@aip.acp.org,
pelliot@aip.acp.org, rwehrenb@aip.acp.org, sbenka@aip.acp.org,
tfeder@aip.acp.org, wkornber@aip.acp.org, gbl2@aip.org,
jbarker@aip.org, sfunk@aip.org, cday@aip.org

S 000404

From: Graham Collins
To: CDAY, PELLIOT, TFEDER, apsdpost.GOODWIN, i:interpo...
Date: 3 Nov 1997 (Mon) 14:14
Subject: Index categories

Two matters regarding the index. If you want to have any input on these decisions, you must respond by the end of Tuesday. (E-mail me, Graham.) If we don't hear from you we'll assume you do not object to any of these changes.

1. For a number of items, some of the suggested categories have been deleted. If you want to review these changes, see Judy. (If you are off-site, contact her to have the pages faxed to you.)

2. Changes to categories

2.(a) These categories will be deleted:

Congress and Science; Facilities.

2.(b) No articles will be listed under the following categories. The categories will be kept with cross-references as indicated:

Arms control.

See: Military physics; International science; Science, policy and politics.

Dept of Commerce.

See: US National Labs; Science Policy and Politics; Funding and budgets.

Dept of Defense.

See: Funding and budgets; Science policy and politics; Military physics.

Dept of Energy.

See: Accelerators; Energy; Environment; Funding and budgets; Science policy and politics; US national labs.

Molecular Physics.

See: Chemical and molecular physics.

Planetary science.

See: Space and planetary science.

2. (c) New cross reference:

Russia.

See: Former Soviet Union.

-- Graham

S 000405

CC: JBARKER, SBENKA, CHARRIS

From: Jeff Schmidt
To: PELLIOT
Date: 3 Nov 1997 (Mon) 2:09
Subject: How Persuasive I Am, or Win None, Lose Some -Reply

I think you deserved a rational answer rather than a ruling -- especially because you put some effort into asking the question.

Jeff

CC: jschmidt

S 000406

From: Graham Collins
To: ACP.AIP(BSCHWARZ, CDAY, CHARRIS, CLUCAS, EPLOTKIN,...
Date: 3 Nov 1997 (Mon) 12:27
Subject: Staff Directory on HomePage -Forwarded -Reply -Reply

>>> gcollins (Graham P. Collins) 10/31/97 12:04pm >>>
I should probably check my facts before I say this, but I believe 2 of the 3 articles
in our November issue began as e-mail inquiries sent to me.
<<<<<

Indeed, the Rowlands/Kasap article (which provided our November cover) was proposed in
an e-mail to our web address (ptwww@aip.acp.org) on 3/31/97. The Galison proposal was
e-mailed to my ancient gpc@aip.org address on 3/27/97 (it looks like they also sent it
to gbl2@aip.org).

While checking that, I noticed that Nancy Hecker inquired at our web address about how
to submit an obit on 8/14/97. Presumably that led to the Hoepfel obit (page 87).

-- Graham

S 000407

From: Toni Feder
To: ACP.AIP(BSCHWARZ, CDAY, CHARRIS, CLUCAS, EPLOTKIN,...)
Date: 3 Nov 1997 (Mon) 12:40
Subject: Staff Directory on HomePage -Forwarded -Reply -Reply -Reply

I just want to weigh in to say that I like the idea of people being able to submit ideas for stories via the web... I agree with Chas and others who have said it would be worth wading through some garbage to find some good ideas.

Toni

S 000408

From: gcollins (Graham P. Collins)
To: ACP.AIP(BSCHWARZ, CDAY, CHARRIS, CLUCAS, EPLOTKIN,...)
Date: 31 Oct 1997 (Fri) 12:04
Subject: Staff Directory on HomePage -Forwarded -Reply

I should probably check my facts before I say this, but I believe 2 of the 3 articles in our November issue began as e-mail inquiries sent to me. (Kasap and Galison. I might be confusing Kasap with someone else, or a different article proposal by Kasap.) Such inquiries and proposals "out of the blue" tend to go to our "web" address or my ancient "gpc@aip.org" address that was the first one we ever listed. I think if we listed some addresses that were intended for such matters, the number of valuable inquiries, proposals and news tips (e.g. the medical radioisotopes thing most recently) we would get would be well worth the increase in "junk" e-mail.

Chas -- if you want, we can readily set up an address such as "ptobit@aip.acp.org" and list it on the web and elsewhere. It would be set to automatically forward to your account so long as Obits are your undertaking.

We already have accounts like that for Calendar, Letters, Buyers' Guide, and Web Watch. One for New Products is planned (with Larry Rubin's approval) but I haven't gotten around to having it set up yet. Click on "Addresses" on our home page.

-- Graham

S 000409

From: Charles Day
To: ACP.AIP(BSCHWARZ, CHARRIS, CLUCAS, EPLOTKIN, GLUBK...
Date: 31 Oct 1997 (Fri) 13:33
Subject: Staff Directory on HomePage -Forwarded -Reply -Reply

I agree with Graham that it's worth processing junk email ore to get the one or two news or article nuggets that we'd otherwise miss or hear about much later.

Chas

S 000410

Toni: PC ran Irwin's story, so, while Irwin is reviewing Cranberg's letter, you may want to peek over his shoulder/

LAWRENCE CRANBERG, Ph.D.
CONSULTING PHYSICIST

OCT 14 1997

1205 CONSTANT SPRINGS DRIVE
AUSTIN, TEXAS 78746

TELEPHONE AND FAX
(512) 327-1794

Letters to the Editor,
Physics Today

October 9, 1997

cc: Jean, Jeff

14 Oct 97

Re: Legal Review V. Peer Review: Gordon & Breach V. APS-AIP

Dear Editor,

(Physics Today, October, 1997)

The article by Irwin Goodman, captioned "Federal Court Rules for APS and AIP in Dispute with Gordon & Breach Over Survey of Journals" is an embarrassing account of an embarrassing, extremely costly episode in APS-AIP history, of which a proper account is yet to be given to Society members.

Only insiders know who has been making decisions and what the cost has been. No one knows when the suits will end and what will be done to forestall similar episodes. Goodman belittles the significance of what should be major issues - namely, the reflection of the suit on the quality of peer review of our journals, and on the management of society affairs in dealing with a very costly legal challenge to our peer review system (1).

So far only insiders know who peer-reviewed the Barschall articles and approved their publication in the first place. Were they qualified to judge those articles, or were they friends of Barschall who let them pass without considering the risks of publication?

The fact that Barschall's legal expenses have been paid out of our institutional budgets strongly suggests that there has been improper influence at work in this entire affair, and that the time has come for much greater frankness about it.

If we are too indulgent and slack in our system of peer review, the lesson of the Gordon & Breach suit is that we pay dearly in many ways. Not only do we incur "staggering" costs (Judge Sands' term), but we expose ourselves to a legal process at the hands of a judge who may know nothing about scientific realities. Thus, Judge Sands counts published papers to judge the scientific qualifications of the late Prof. Barschall, when we know that is one of the most superficial and possibly misleading of ways to judge scientific competence. And when Judge Sands wrote in an earlier opinion in the case that *Consumer Reports* is "at the top of the heap" in making judgments about the worth of consumer products, he is merely citing hearsay and self-serving advertisements.

The Galileo case should have settled the folly of leaving scientific matters to courts of law. But if we do not improve our procedures, we can expect more troubles ahead.

Sincerely yours,

Lawrence Cranberg

1.. L. Cranberg, "Legal Review Versus Peer Review", *Physics and Society*, October, 1993, pp. 4-6.

S 000411

From: Paul Elliot
To: tfeder,I:jak@interport.net
Date: 16 Oct 1997 (Thu) 15:09
Subject: FYI--Gordon and Breach Again

Toni, Jean--

Harry Lustig evidently wrote an article on the G&B case, keyed to Irwin's PC story, and Steve evidently has gotten Harry to prepare this shorter version of the article as a possible letter to the editor. The letter is now being reviewed by Irwin, who has already been sent the Cranberg letter to review. I'll keep you informed.

Paul

(Jeff--there's a hardcopy of the Cranberg letter in your mailbox here.)

>>> Harry Lustig <lustig@aps.org> 10/13/97 10:41pm >>>
Dear Steve,

Thank you for the quick consideration you gave to my piece. I appreciate your effort, particularly over the week-end.

In response I have made a very quick attempt to shorten the article to Letter size. The result is attached. This version concentrates on the trials and tribulations that the societies and Barschall went through in their defense. It omits the substantive sections dealing with the false G&B allegations about a conspiracy. I am not sure that this was the right decision and that this will be an effective contribution.

Inasmuch as I'm leaving the country tomorrow I will ask Dick Meserve, and my APS and AIP colleagues to use their judgement as to whether to submit the Letter to PT for publication. Furthermore Dick will have to advise on its possible legal ramifications. My own stipulation is that I would remain free to publish a longer article somewhere else, incorporating the material in the Letter. I would of course inform the Editor of the other publication of the prior partial publication in PT and he would have to make the decision whether to accept the more comprehensive piece.

Later this evening I will e-mail you some phone and fax numbers abroad in case you have to get in touch with me during my absence.

HL

LETTER TO THE EDITOR OF PHYSICS TODAY

The PHYSICS TODAY report about the Gordon & Breach lawsuits is accurate as to the facts: Federal District Judge Leonard Sand did indeed rule that the methodology and results of a survey by the late Henry H. Barschall of the relative cost-effectiveness of some 200 physics journals were entirely accurate; that the dissemination by the American Institute of Physics (AIP) and the American Physical Society (APS) of articles by Barschall about the survey was beyond reproach; and that the suit was without any merit. What your story missed was an appreciation of the social and human context in which this costly, decade-long battle in defense of free expression and the scientific competence and personal integrity of Heinz Barschall, has had to be waged.

My vantage point is that of a physicist who, as Treasurer of APS from 1985 to 1996, had the primary responsibility or working with our attorneys on APS's responses first to the threats and then to the actual prosecution of lawsuits in four countries. Since my retirement I have continued to be involved, as a witness in the June 1997 trial before Judge Sand and as an adviser to the current officers.

I remember the incredulity with which AIP and APS received the G&B complaint and threats about the July 1988 Barschall article in PHYSICS TODAY, beginning in August of 1988. The initial communications from G&B's New York law firm alleged (largely unspecified) errors in the Barschall article, and demanded the publication of a prescribed retraction

S 000412

and an apology, under the threat of legal action for damages. Our response was two-fold: we asked for a specification of the alleged errors, expressing eagerness to publish any necessary corrections, and PHYSICS TODAY published a notice that because of questions raised by G&B "readers may wish to withhold judgment "regarding the Barschall article.

In spite of our judgment that the complaints were without merit, PHYSICS TODAY offered G&B space for a statement setting out its objections to the Barschall article, subject only to giving the author space to rebut allegations of error. This offer was summarily rejected. Nevertheless it was maintained during many years of litigation and of attempts, on our part, to achieve a settlement of the dispute.

After the litigation began, we heard about the long history of G&B's largely successful efforts to intimidate anyone who would criticize the prices or policies of this publisher's journals, or even to provide information about them. Invariably a retraction was demanded with threats of law-suits. By the time the U.S. suit against AIP and APS came to trial we were able to document ten instances of such threats and intimidation. Sadly most of the university and corporate superiors of the "offenders" caved in to the threats of litigation and forced the librarians and scholars to retract their true observations. The realization that we were pretty much alone in standing up to intimidation was a major factor in the principled decisions of APS's and AIP's officers and councils to stand by Barschall and to expend a great deal of money and effort in defending him and ourselves in, up to now, eleven courts of law in four countries.

To be sure, In 1988 some of us did not believe that a suit challenging the accuracy of Barschall's study and the right of the societies to publish it would even juridically be examined on its merits. Wasn't there a constitutionally guaranteed right of free speech and publication? When Barschall and the societies were notified, between June and September 1989, that suits had been launched in Germany, Switzerland and France, we realized that free speech protection was not nearly as strong in those countries as in the U. S. and we learned that they had "unfair competition" laws which significantly restricted the right to compare the prices and the quality of products. We had to hire lawyers in each of these countries to represent us. Apparently judges, in applying the laws of unfair competition, were not always impressed by the fact that the challenged statements were true. In particular, French law appeared simply to prohibit the comparison of the prices of products, unless they were identical.

In the event Barschall, APS, and AIP won their case in Germany and, are close to final victory in Switzerland. In Germany victory came relatively quickly, in 1991, after a trial court and an appeals court had ruled that the Barschall results were not false or misleading, and hence not in violation of German law. In Switzerland the courts by the end of 1992 had denied the G&B demands and appeals for an injunction. Barschall achieved final victory in the suit against him, when the last G&B appeal was dismissed in 1993. The suit against APS and AIP, however, is still alive, after five appeals by G&B of unfavorable rulings against them. The trial court in Paris where G&B brought its complaint did rule, in 1991, that the Barschall articles violated the French law against unfair competition, the only such opinion ever obtained by G&B in any court. However in 1994 a French Court of Appeals overturned this judgement with a decision that only U.S. law was applicable to the case. This ruling was, in turn, vacated in January 1997 by a higher court, which returned the case to the Court of Appeals, where it is now pending. After Barschall's death in February 1997, G&B added his survivors to the list of defendants.

Faced with their losses and dimming prospects in Europe, In September, 1993, the G&B lawyers on September 23, 1993 filed suit in the United States under a statute, called the Lanham Act, which regulates advertising. Such "commercial speech" must not be false or misleading. Litigation in the U.S. is notoriously expensive and time consuming - even more so than in Europe - and G&B may well have banked on AIP and APS finally

S 000413

throwing in the towel. We did not. To be sure, concerned about the drain on the societies' resources, our officers and governing boards did again authorize settlement offers that would not (falsely) admit to errors in Barschall's work and would not compromise our rights to free speech and publication. These offers were either rejected or ignored.

The lawsuits had a deep effect on Heinz Barschall. He was threatened in some of the European lawsuits not only with civil but also with criminal sanctions. He devoted a large fraction of the last decade of his life to working indefatigably with us and our attorneys in the defense of the suits that had been launched against the societies, using his command of German and French to help with the European litigation. When he lay on his deathbed he spoke of his frustration that he would be unable to be a witness in the New York trial. It is a source of great sadness that he did not live to see the complete vindication of his work that resulted from this trial. In spite of this vindication of Barschall and of APS and AIP, G&B achieved much of its purpose. Not only were the societies forced to deflect large amounts of money and effort that could have been used for the good of the physics community, they also felt very much inhibited from communicating the Barschall results to their constituencies or from publishing any information about the cost-effectiveness and quality of journals, while the litigation was first a threat and then in process. Even beyond refraining from disseminating the Barschall studies or updating them, we felt constrained from telling our members and the community much about how the case was going for fear that the background information that would have to be included in that such a briefing would be (mis)used by G&B in the litigation.

Your reporter begins his PHYSICS TODAY story with the observation "By most legal standards, the case was of little importance. It had no real political, social or economic implications." That opinion may ultimately prove to have been correct. But it certainly does not feel that way to me, nor to the other participants in this still ongoing ten-year battle for freedom of expression and against intimidation.

Harry Lustig
October 7, 1997

CC: jschmidt

S 000414

From: Gloria Lubkin
To: SBENKA
Date: 30 Sep 1997 (Tue) 11:10
Subject: Copy of memo in your mailbox -Reply

Dear Steve,

Was there any other message in the memo you sent me? I didn't find one in my mailbox. Perhaps I haven't made myself clear about the plans for the May 50th anniversary issue. This is what I've planned:

A set of winning essays from the future Search story contest. They would presumably run as a special section.

An article by me giving a brief history of PT based on interviews with the surviving editors and other sources, such as AIP archives.

A set of excerpts from the past five decades of PT, the Best of Physics Today. The Best of Physics Today would be identified by me, perhaps with help from some other PT editors. Once the Best of Physics Today is identified, the creation of the excerpts probably could be done by individual editors.

So there would be no solicitation of articles required, just a lot of work at PT.
Gloria

>>> Stephen Benka 09/29/97 08:28am >>>
To: Gloria September 29, 1997
From: Steve
cc: Charles
Subject: May 1998 Special Issue

To meet our production deadlines for the May 1998 special PT birthday issue, we need to adhere to the following schedule:

October 1, 1997	Articles solicited
January 1, 1998	First drafts of all articles in hand
March 10, 1998	Revisions of articles in hand
April 10, 1998	Magazine closes

We may already be running late on soliciting articles. If so, that time must be made up, such that the March 10 deadline is met.

Thank you for your efforts.

--Steve

CC: CHARRIS, physics today editorial, cday, tfeder, i:bgl...

S 000415

From: Susan Funk
To: cday, jschmidt
Date: 22 Sep 1997 (Mon) 16:04
Subject: Blurbs for the December issue

Please send me blurbs (via email, if possible) for your articles scheduled to appear in our December issue (Ross, Riordan & Bob Walker). I want to prepare the advertising memo on Wednesday afternoon (24 Sept) and would appreciate your including the products related to the stories. Many thanks, Susan

CC: sbenka, aklar

S 000416

From: Jean A. Kumagai <jak@interport.net>
To: ACP.AIP(jschmidt)
Date: 17 Sep 1997 (Wed) 8:24
Subject: check your email

hi, jeff

check your maryland account. i believe you have several messages.

jean

S 000417

Received: from [207.38.249.33] (ts3port33.port.net [207.38.249.33])
by madison.interport.net (8.8.5/8.8.5) with SMTP id IAA10879;
Wed, 17 Sep 1997 08:24:16 -0400 (EDT)
Date: Wed, 17 Sep 1997 08:24:16 -0400 (EDT)
X-Sender: jak@pop.interport.net
Message-Id: <v01530504b04544c5d3c0@[207.38.249.33]>
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
To: jschmidt@aip.acp.org
From: jak@interport.net (Jean A. Kumagai)
Subject: check your email
Cc: jak@interport.net

S 000418

From: Jean A. Kumagai <jak@interport.net>
To: ACP.AIP(charris,sbenka,GLUBKIN)
Date: 2 Sep 1997 (Tue) 20:43
Subject: Let's Talk about the G&B decision

Gloria and Steve

Toni and I would like to have a group discussion about how to handle the Gordon and Breach case. Would 11:30 am on Wednesday be a good time for you? Other editors are welcome to participate.

Jean

CC: ACP.AIP(cday,wsk,pelliot,jschmidt,gcollins,bschwar...

S 000419

Received: from [207.38.249.153] (ts3port15.port.net [207.38.249.15])
by york.interport.net (8.8.5/8.8.5) with SMTP id UAA26863;
Tue, 2 Sep 1997 20:43:24 -0400 (EDT)
Date: Tue, 2 Sep 1997 20:43:24 -0400 (EDT)
X-Sender: jak@pop.interport.net
Message-Id: <v01530505b03228101db7@[207.38.249.153]>
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
To: sbenka@aip.acp.org, gbl2@aip.org, charris@aip.acp.org
From: jak@interport.net (Jean A. Kumagai)
Subject: Let's Talk about the G&B decision
Cc: bgl@worldnet.att.net, bschwarz@aip.acp.org, gcollins@aip.acp.org,
goodwin@aip.acp.org, jschmidt@aip.acp.org, pelliot@aip.acp.org,
tfeder@wam.umd.edu, wsk@aip.acp.org, jbarker@aip.org, cday@aip.acp.org

S 000420

Steve:

How can we ensure that the high standards we hold ourselves to will be met by a foreign correspondent?

How can we ensure that a foreign correspondent will know and conform with the standards and style we follow at Physics Today?

Barbara

CC: ACP.AIP(sbenka,glubkin,gcollins,charris,clucas,wko...

S 000421

Received: from LOCALNAME ([207.147.208.63]) by mtigwc03.worldnet.att.net
(post.office MTA v2.0 0613) with SMTP id AAB2592;
Thu, 13 Mar 1997 19:02:02 +0000
X-Sender: bgl@postoffice.worldnet.att.net
X-Mailer: Windows Eudora Light Version 1.5.2
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
To: sbenka@aip.acp.org
From: Barbara Levi <bgl@worldnet.att.net>
Subject: letter to Boswell
Cc: sbenka@aip.acp.org,glubkin@aip.acp.org,gcollins@aip.acp.org,
charris@aip.acp.org,clucas@aip.acp.org,wkornber@aip.acp.org,
jak@interport.net,bschwarz@aip.acp.org,rladbury@aip.acp.org,
tfeder@aip.acp.org,goodwin@aip.acp.org,jschmidt@aip.acp.org,
eplotkin@aip.acp.org,PELLIOT@aip.acp.org,bgl@worldnet.att.net,
rwehrenb@aip.acp.org,jbarker@aip.acp.org
Date: Thu, 13 Mar 1997 19:02:02 +0000
Message-ID: <19970313190149.AAB2592@LOCALNAME>

S 000422

From: Toni Feder
To: ACP.ACPGate("bgl@worldnet.att.net", "jak@interport...
Date: 6 Mar 1997 (Thu) 19:13
Subject: A European correspondent -Reply

Wed 2.30 is a good time for me. Toni

S 000423

From: Stephen Benka
To: PT-ALL
Date: 6 Mar 1997 (Thu) 19:04
Subject: A European correspondent

To all at PT,

We (Charles and I) are considering using the services of a European correspondent. For those of you don't know the background to this matter, here it is:

Laye last year, understanding how strapped we were for both articles and Search stories, Maurice Jacob recommended Peter Boswell as a European "correspondent" for PT. Peter has a strong physics/materials science background and was the editor of Europhysics News for seven years, but relinquished that post when the European Physical Society moved to France --- he wanted to stay in Geneva, and did.

Boswell sent me a letter in mid-January, proposing to be a correspondent for us, probably at Jacob's urging. I circulated a copy of that letter to all members of the Search department, and was greeted with a thundering silence --- no reaction at all. I don't even know if anyone read it.

Well, I discovered how to get input from people --- start to act without them. We were in desperate need of a third article for May, so I contacted Boswell to find out what his rates are (very reasonable), what he might write about, and how quickly he could produce something. Being very busy with other projects, he was unable to rise to our crisis, but has still sent a list of some topics for us to consider. I passed that list on to all members of the staff with physics training, asking for their input to his proposals.

(Incidentally, a short article has since come in that I will quickly edit for May, unless someone else feels able to volunteer.)

I'll now widen the invitation for input to everyone. A meeting is tentatively scheduled for 2:30 pm next Wednesday, 12 March, to discuss "The Boswell Matter." If you'd like to take part, let me know and I'll see that you get all relevant letters, email, etc. prior to the meeting.

--Steve

S 000424

From: Gloria Lubkin
To: ACP.ACPGate("bgl@worldnet.att.net"), ACP.AIP(BSCHW...
Date: 6 Mar 1997 (Thu) 16:57
Subject: European correspondent -Reply -Reply -Reply -Reply -Reply

Steve,
I don't think I have your original communication about the European correspondent, but
I certainly want to participate in the discssion. I could meet next Wed.
G

S 000425

From: Stephen Benka
To: ACP.ACPGate("bgl@worldnet.att.net"), ACP.AIP(BSCHW...
Date: 6 Mar 1997 (Thu) 16:38
Subject: European correspondent -Reply -Reply -Reply -Reply

How about Wednesday at 2:30 pm? --Steve

>>> Toni Feder 03/06/97 04:00pm >>>

I would like to participate in this discussion too, but can we please schedule our conference for after closing?

Thanks

Toni

S 000426

From: Toni Feder
To: ACP.ACPGate("bgl@worldnet.att.net"), ACP.AIP(BSCHW...
Date: 6 Mar 1997 (Thu) 16:00
Subject: European correspondent -Reply -Reply -Reply

I would like to participate in this discussion too, but can we please schedule our conference for after closing?

Thanks
Toni

S 000427

From: Graham Collins
To: ACP.AIP(sbenka), ACPGate("bgl@worldnet.att.net")
Date: 6 Mar 1997 (Thu) 14:41
Subject: European correspondent -Reply

My initial reaction to the proposal to use a freelancer in Europe was not as critical as Barbara's, but she raises some very good points.

Perhaps we could proceed on a case-by-case basis. e.g., ask Boswell for his shortlist of 3 proposals, discuss them among ourselves with BGL's points in mind, and so on. Of course, this perhaps generates sufficient extra work for us that we don't gain anything by using Boswell....

I would like to be included on the discussion (conference call?) when it happens.

-- Graham

CC: ACP.AIP(bschwarz, charris, glubkin, jschmidt, tfed...

S 000428

From: Stephen Benka
To: ACP.ACPGate("bgl@worldnet.att.net"), ACP.AIP(BSCHW...
Date: 6 Mar 1997 (Thu) 14:19
Subject: European correspondent -Reply -Reply

How about Monday afternoon, say 2:30? Until then, I'm up to my ears in Physics Update and the nuclear waste articles. --Steve

>>> Charles Harris 03/06/97 02:15pm >>>
it sounds like we should have a conference call on this one, sooner rather than later.

S 000429

From: Charles Harris
To: ACPGate."bgl@worldnet.att.net", SBENKA, TFEDER, GL...
Date: 6 Mar 1997 (Thu) 14:15
Subject: European correspondent -Reply

it sounds like we should have a conference call on this one, sooner rather than later.

S 000430

From: Barbara Levi <bgl@worldnet.att.net>
To: ACP.AIP(sbenka)
Date: 6 Mar 1997 (Thu) 12:43
Subject: European correspondent

I have a number of concerns that should be thought through before we hire a European correspondent. They fall in two categories: on the general concept and on this individual in particular. I will comment on each in turn.

On the concept:

The way I understand it, the pieces from a European correspondent would focus specifically on areas of physics in which the Europeans have a particular strength. I don't see physics as having national borders, however. At any given time, there may be some "hot" news in Europe, just as there may be "hot" news in California or Maine or Japan. In writing Search stories, we go wherever the news takes us. But even then, I'm sure the story would mention the work of groups in other parts of the globe who are doing related work. True, Europe has a number of unique facilities, but there are groups from many different countries working there.

I do recognize that it is nice to have an occasional report from a different part of the globe. What I question is whether we want to start what would amount to a regular series of short articles on European topics. We really don't have a comparable series on topics concerning American physics, much less physics in other parts of the world.

My strongest concerns stem from the idea of using Boswell for Search. Here they are:

1. Many on the staff consider writing for Search a "plum." Most of us do other, less "fun" assignments as well and wish we had more time for Search. I think we'd be resentful if someone were hired from the outside just to do Search. If you have money to hire outside help, it'd be much more appreciated if they edited articles or even did new products!!

2. We work somewhat as a team doing Search. We like to be able to lay out all the topics we find in a given month that are exciting or important and try to be sure we have covered the highest priority items. Geographical location of the work is not a consideration. It would be harder to work with someone from a remote location who is primarily tuned to the European scene only.

3. There are certain criteria and procedures we use in Search to select stories and a certain style in writing them. How much chance would we have to acquaint Boswell with this "style?"

4. I'd be concerned about the timeliness. The topics Boswell suggested were more suitable to a short article than to Search. He seemed to feel he could not work on a time frame any shorter than 3-4 weeks. That might make it very hard to do a timely Search story.

5. The one advantage is to have someone gathering news for us. As for actually writing the story, however, I don't think a European-based correspondent has an overwhelming advantage--except for phone bills.

So what about having Boswell do short articles? I am somewhat less negative there. I stated one of my primary reservations: that we would be giving a special platform to European physics. Also, I would hope that if the author started to do a piece on femtosecond lasers, for example, that he or she would not artificially restrict the piece to work done in Europe. It sounded also as if Boswell was proposing to tackle those topics on which there are several points of view. Certainly, those are cases in which it's useful to have a "neutral third party," but we have to be sure that we hire an author who can truly be objective and perceptive (see comments on specific individual below). Also consider whether you want him to steer clear of nuclear and particle physics, as he proposes to do.

On the specific individual:

S 000431

We can't make a judgement until we see things he has done. Can you send around samples of things Boswell has written for Europhysics News. I'd like

Received: from LOCALNAME ([207.147.234.243]) by mtigwc02.worldnet.att.net
(post.office MTA v2.0 0613) with SMTP id AAA26951;
Thu, 6 Mar 1997 17:43:19 +0000
X-Sender: bgl@postoffice.worldnet.att.net
X-Mailer: Windows Eudora Light Version 1.5.2
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
To: sbenka@aip.acp.org
From: Barbara Levi <bgl@worldnet.att.net>
Subject: European correspondent
Cc: glubkin@aip.acp.org, tfeder@aip.acp.org, bschwarz@aip.acp.org,
gcollins@aip.acp.org, charris@aip.acp.org, jschmidt@aip.acp.org,
bgl@worldnet.att.net
Date: Thu, 6 Mar 1997 17:43:19 +0000
Message-ID: <19970306174314.AAA26951@LOCALNAME>

S 000433

From: Jean A. Kumagai <jak@interport.net>
To: ACP.AIP(jschmidt), ACP.ACPGate("tfeder@wam.umd.edu"...
Date: 25 Aug 1997 (Mon) 16:09
Subject: Feminism in Physics

hi, jeff and toni

a while back, i asked you to look at an outline from Priscilla Auchincloss. based on your comments, i've drawn up a note to send back to her, with suggestions on how she might proceed to write up an opinion piece for PT.

what do you think?

>Hi, Priscilla

>

>I apologize for taking so long to get back to you. I hope you are still interesting in writing something for Physics Today. Assuming that you are, here are some comments and suggestions (mine and those of two colleagues):

>

>It would be best if your piece focused on the third part of the outline -- the rethinking of science through historical, philosophical, and cultural analyses of science with respect to gender and race/ethnicity. During your talk at the Department Chairs meeting, it was this part that generated the most discussion afterwards. Also, Physics Today has seldom covered this material, and it would be new to many readers.

>

>As I recall from the Dept. Chairs meeting, one questioner wanted to know what you meant by "making physics more feminist." Perhaps that would be a good place to start. Ideally, you should make as solid a case as possible, such that even a skeptical reader might think "Hey, maybe there's something to this..." You could, for example, show that things other than nature dictate the bottom line in science. Physicists tend to confuse science and nature -- they may forget that their equations are just approximations of nature, and not necessarily closer to the truth than some other approximation of nature.

>

>I hope these comments help. Please call or e-mail me if you'd like to discuss this further.

jean

S 000434

Received: from [207.38.249.49] (ts4port7.port.net [207.38.249.135])
by york.interport.net (8.8.5/8.8.5) with SMTP id QAA28674;
Mon, 25 Aug 1997 16:09:28 -0400 (EDT)
Date: Mon, 25 Aug 1997 16:09:28 -0400 (EDT)
X-Sender: jak@pop.interport.net
Message-Id: <v01530503b0275d32c3d4@[207.38.249.49]>
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
Content-Transfer-Encoding: quoted-printable
To: jschmidt@aip.acp.org, tfeder@wam.umd.edu
From: jak@interport.net (Jean A. Kumagai)
Subject: Feminism in Physics
Cc: jak@interport.net

S 000435

TRANSACTION REPORT

Transmission

Transaction(s) completed

NO.	TX DATE/TIME	DESTINATION	DURATION	PGS.	RESULT	MODE
472	NOV. 11 16:22		718 218 8959	0* 01' 20"	002	OK Fine

11 November 1996

Proposals for discussion at Physics Today retreat

1. In discussions at retreat and elsewhere, give priority to those who have spoken the least.
2. Theme of retreat: Staff empowerment.
3. Staff's vision of the magazine. An independent, risk-taking, forward-looking, entertaining publication; a forum for the debate of controversial issues.
4. Agreement that we want to keep all the present staff members.
 - Security is a prerequisite for speaking freely, sharing ideas and experimentation.
5. Physics Today management should act in a way that leads staff to see them as their advocates rather than as the local representatives of higher management.
 - Advocates in editorial controversies.
 - Advocates in annual reviews.
6. Voluntary staff participation in hiring.
 - Participate in writing job advertisements.
 - Examine resumes.
 - Talk to candidates.

S 000436



Belmont

1738

Contract for a Firm Reservation

Organization: American Institute of Physics **Client #:**
Contact: Charles Harris/Carol Lucas **Todays Date:** 1-Nov-96
Street: 1 Physics Ellipse **Sales Person:** Melissa Dann
City, State, Zip: College Park, MD 20740
Telephone: 301-209-3102/x3043(Carol) **Meeting Location:** Manor House
Fax: 301-209-0842

Arrival and Departure Pattern			"Physic's Today Editors Retreat"	Sub Total
Date	11/19/96	11/20/96		
Day	Tuesday	Wednesday		
Number of Guests	15	15		30
Hanson Pkg	\$230.00			\$3,450.00
Dobblin				\$0.00
Stable				\$0.00

Package Rate is subject to change if below minimum guarantee:
 State Tax 5%

15 guests

- *Manor House conference package: 5:00 pm arrival, 3:00 pm departure. \$120 per additional hour.
- *Stable conference package: 8:00 am - 5:00 pm. \$60 per additional hour.
- *All food and alcohol consumed on Belmont property must be purchased from Belmont.

Functions Facilities Commitments

Date	Day	Hour	Function	Attendance	Charge
11/19/96	Tues	5:00PM	Arrival/Ck In Manor	15	Incl
			Dinner		
11/20/96	Wed	8:00AM	Early Coffee	15	Incl
			Breakfast		
			AM Break		
		12:00N	Lunch		
			PM Break		
		3:00PM	Departure		

S 000437

Incidentals (Specify)

ESTIMATED TOTAL CHARGES:

\$3,450.00

Deposit Information:

\$690.00 due by 11/18/96

6555 BELMONT WOODS ROAD / ELKRIDGE, MARYLAND 21227 / 410-796-4300 / FAX 410-796-4565

TRANSACTION REPORT

Transmission

Transaction(s) completed

NO.	TX DATE/TIME	DESTINATION	DURATION	PGS.	RESULT	MODE
164	NOV. 4 18:28	19199331867	0* 00' 34"	001	OK	Fine

**AMERICAN INSTITUTE OF PHYSICS
POSITION AVAILABLE****POSITION:** Associate Editor I (or II)**DIVISION:** Physics Today **LOCATION:** College Park**GRADE:** Exempt 5 **RANGE:** \$33,700-43,950-54,150
(or Exempt 7 \$41,500-54,550-67,600)**REPORTS TO:** Editor, *Physics Today***RESPONSIBILITIES:** Edit regular departments and feature articles. Secondary writing assignments (e.g., Search and Discovery, Physics Community, We Hear That) may also be available.**QUALIFICATIONS:** Degree in Physics and excellent command of English. Must be able to meet deadlines and work well with others. Experience in magazine editing and writing is desirable.**NOTICE:** If you feel you have the qualifications and would like to apply for this position, please notify the Human Resources department as soon as possible.*The American Institute of Physics is an Equal Opportunity Employer*

11/6/96

S 000438

AMERICAN INSTITUTE OF PHYSICS
POSITION AVAILABLE

POSITION: Associate Editor I (or II)

DIVISION: Physics Today **LOCATION:** College Park

GRADE: Exempt 5 **RANGE:** \$33,700-43,950,54,150
(or Exempt 7 \$41,500-54,550,67,600)

REPORTS TO: Editor, *Physics Today*

RESPONSIBILITIES: Edit feature articles and regular departments.

QUALIFICATIONS: Degree in Physics and excellent command of English. Must be able to meet deadlines. Editorial experience at a magazine and the ability to work well with others are desirable.

NOTICE: If you feel you have the qualifications and would like to apply for this position, please notify the Human Resources department as soon as possible.

The American Institute of Physics is an Equal Opportunity Employer

Physics Today has an opening for someone with a degree in physics and excellent English skills. Must be able to meet deadlines. Editorial experience at a magazine is desirable. Major responsibilities will include editing feature articles and regular departments, and taking charge of the New Products section. Send cover letter, resume, salary history, requirements, and writing samples to:

Theresa C. Braun
Human Resources
American Institute of Physics
One Physics Ellipse
College Park, Maryland 20740-3843

S 000439

TRANSACTION REPORT

Transmission

Transaction(s) completed

NO.	TX DATE/TIME	DESTINATION	DURATION	PGS.	RESULT	MODE
653	NOV. 15 15:45	805 963 2574	0* 01' 03"	002	OK	F ECM

15 November 1996

Proposals for discussion at Physics Today retreat

The following proposed agenda items are in the spirit of Steve's invitation to put our concerns "on the table." This list was put together by some of the staff, based on discussions among staff members. The theme of these proposals derives from the main points raised by the Physics Today advisory committee: openness, staff empowerment and editorial efficiency. The proposals address issues that are very important to at least some of the staff, and they are intended to provide a basis for discussion. Each proposal is subject to adoption, modification or rejection during the retreat. PLEASE ADD TO THE LIST.

1. Agreement that we want to keep all the present staff members.

-- Security is a prerequisite for speaking freely, sharing ideas and experimentation.

2. Openness.

S 000440

-- Recognize that all staff members are legitimately concerned about all aspects of the magazine -- both content and process.

-- Proposed changes in magazine's content or process should be announced to the staff and discussed.

-- Make letters to the editor available to all staff.

3. Volunteer reporters -- a staff-based information system.

TRANSACTION REPORT

Transmission

Transaction(s) completed

NO.	TX DATE/TIME	DESTINATION	DURATION	PGS.	RESULT	MODE
651	NOV. 15 15:41		718 218 8959	0' 01' 24"	002	OK Fine

15 November 1996

Proposals for discussion at Physics Today retreat

The following proposed agenda items are in the spirit of Steve's invitation to put our concerns "on the table." This list was put together by some of the staff, based on discussions among staff members. The theme of these proposals derives from the main points raised by the Physics Today advisory committee: openness, staff empowerment and editorial efficiency. The proposals address issues that are very important to at least some of the staff, and they are intended to provide a basis for discussion. Each proposal is subject to adoption, modification or rejection during the retreat. PLEASE ADD TO THE LIST.

1. Agreement that we want to keep all the present staff members.
 - Security is a prerequisite for speaking freely, sharing ideas and experimentation.
2. Openness.
 - Recognize that all staff members are legitimately concerned about all aspects of the magazine -- both content and process.
 - Proposed changes in magazine's content or process should be announced to the staff and discussed.
 - Make letters to the editor available to all staff.
3. Volunteer reporters -- a staff-based information system.

S 000441

TRANSACTION REPORT

Transmission

Transaction(s) completed

NO.	TX DATE/TIME	DESTINATION	DURATION	PGS.	RESULT	MODE
676	NOV. 18 11:30	12026628711	0' 01' 03"	002	OK	F ECM

15 November 1996

Proposals for discussion at Physics Today retreat

The following proposed agenda items are in the spirit of Steve's invitation to put our concerns "on the table." This list was put together by some of the staff, based on discussions among staff members. The theme of these proposals derives from the main points raised by the Physics Today advisory committee: openness, staff empowerment and editorial efficiency. The proposals address issues that are very important to at least some of the staff, and they are intended to provide a basis for discussion. Each proposal is subject to adoption, modification or rejection during the retreat. PLEASE ADD TO THE LIST.

1. Agreement that we want to keep all the present staff members.

- Security is a prerequisite for speaking freely, sharing ideas and experimentation.

S 000442

2. Openness.

- Recognize that all staff members are legitimately concerned about all aspects of the magazine -- both content and process.

- Proposed changes in magazine's content or process should be announced to the staff and discussed.

- Make letters to the editor available to all staff.

3. Volunteer reporters -- a staff-based information system.

From: Stephen Benka
To: ALL-PT
Date: 15 Nov 1996 (Fri) 10:37
Subject: Upcoming Retreat

TO: All PT Personnel
FROM: Steve Benka
DATE: November 15, 1996
SUBJECT: Retreat

Each of us has work-related concerns, ideas, complaints, and suggestions for change at *Physics Today*. Yet these concerns, ideas, complaints, and suggestions (CICS) are often unvoiced or unheard, which means they are also undiscussed in any productive way.

Our impending retreat provides us with an excellent opportunity to put our CICS "on the table" and begin to examine them honestly. I invite each of us to reflect on our own CICS, and present them openly at the retreat. Anything related to *Physics Today* is fair game: its management, structure, procedures, content and appearance, your role or department, and so on. Jotting them down may be helpful. Don't be bashful. The only repercussions from an honest dialog amongst ourselves will be improved understanding of (and by) everyone involved. My preference is that we focus on issues within our control, rather than issues such as AIP management over which we have no control.

I would like to devote Wednesday morning to our individual CICS, and propose to run it conference-style, with 15 minutes allowed for each person to speak, followed by 5 minutes for clarifying questions but no discussion. The order will be determined by drawing names from a hat. I will have a timer, and someone else will monitor it when my name is drawn.

I am grateful for this opportunity, and deeply appreciate everyone's participation.

I suggest the following format:

Tuesday evening --- Dinner, Speech by Charles, Distribution of Advisory Committee Report (currently in the mail).

Wednesday morning --- 15-minute presentations by each individual

Wednesday afternoon --- Free-form group discussion of global concerns, ideas, suggestions & models.

S 000443

TRANSACTION REPORT

Transmission

Transaction(s) completed

NO.	TX DATE/TIME	DESTINATION	DURATION	PGS.	RESULT	MODE
648	NOV. 15 14:24		718 218 8959	0* 01' 23"	002	OK Fine

VERSION 15.2

15 November 1996

Proposals for discussion at Physics Today retreat

The following proposed agenda items are in the spirit of Steve's invitation to put our concerns "on the table." This list was put together by some of the staff, based on discussions among staff members. The theme of these proposals derives from the main points raised by the Physics Today advisory committee: openness, staff empowerment and editorial efficiency. These proposals address issues that are very important to at least some of the staff, and they are intended to provide a basis for discussion. Each proposal is subject to adoption, modification or rejection during the retreat. PLEASE ADD TO THE LIST.

1. Agreement that we want to keep all the present staff members.

- Security is a prerequisite for speaking freely, sharing ideas and experimentation.

S 000444

2. Openness.

- Recognize that all staff members are legitimately concerned about all aspects of the magazine -- both content and process.

- Proposed changes in magazine's content or process should be announced to the staff and discussed.

- Make letters to the editor available to all staff.

3. Volunteer reporters -- a staff-based information system.

TRANSACTION REPORT

Transmission

Transaction(s) completed

NO.	TX DATE/TIME	DESTINATION	DURATION	PGS.	RESULT	MODE
643	NOV. 15 13:09		718 218 8959	0* 01' 23"	002	OK Fine

15 November 1996

Proposals for discussion at Physics Today retreat

The following is in the spirit of Steve's invitation to put our concerns "on the table." Based on discussions among the staff, some of us have come up with this list of possible items to be discussed at the retreat. The theme of these proposals derives from the main points raised by the Physics Today advisory committee: openness, staff empowerment and editorial efficiency. These proposals address issues that are very important to at least some of the staff, and they are intended to provide a basis for discussion. Each proposal is subject to adoption, modification or rejection during the retreat. PLEASE ADD TO THE LIST.

1. Agreement that we want to keep all the present staff members.

- Security is a prerequisite for speaking freely, sharing ideas and experimentation.

S 000445

2. Openness.

- Recognize that all staff members are legitimately concerned about all aspects of the magazine -- both content and process.

- Proposed changes in magazine's content or process should be announced to the staff and discussed. (Examples: short feature articles, merging of departments.)

- Make letters to the editor available to all staff.

3. Volunteer reporters -- a staff-based information

From: Jean Kumagai <jak@interport.net>
To: ACP.AIP(pelliot,jschmidt,tfeder)
Date: 7 Nov 1996 (Thu) 20:15
Subject: draft

greetings, earthlings!

how are you? i'm fine.

here's the draft:

=====

Hello, Horst

I just wanted to let you know that the PT staff was told about the advisory committee's preliminary recommendations during a meeting on 24 October. The recommendations were very well received by the staff and generated a lot of lively discussion. And there have been other positive signs since then. One is that we are having a retreat on the 20th of this month. Do you think the committee's final recommendations will be available before then? That would be really helpful.

Hope all is well.

[SHOULD I MENTION RAY?]

S 000446

Received: from [207.38.250.27] (ts5port27.port.net [207.38.250.27]) by [broadway.interport.net](#) (8.8.1/8.8.1) with SMTP id UAA13612; Thu, 7 Nov 1996 20:15:47 -0500 (EST)
Date: Thu, 7 Nov 1996 20:15:47 -0500 (EST)
X-Sender: jak@pop.interport.net (Unverified)
Message-Id: <v01530500aea7d8bf504c@[207.38.249.64]>
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
To: tfeder@aip.acp.org, jschmidt@aip.acp.org, pelliot@aip.acp.org
From: jak@interport.net (Jean Kumagai)
Subject: draft
Cc: jak@interport.net

S 000447

From: Stephen Benka
To: editors
Date: 6 Nov 1996 (Wed) 12:06
Subject: Ad for an editor

If you would like to comment on this ad, to appear in PT, please do so this afternoon. Thank you.
--Steve

PHYSICS TODAY seeks a resourceful individual primarily to edit feature articles on a broad range of both technical and nontechnical subjects, and also to take on other responsibilities. The job will involve working with a variety of individuals to put out a high-quality, deadline-driven monthly magazine. Applicants should have a degree in physics and editorial experience. Send your resume and an informative cover letter to

Theresa C. Braun
Human Resources
American Institute of Physics
One Physics Ellipse
College Park, Maryland 20740-3843

S 000448

From: Paul Elliott (Paul Elliot)
To: sbenka
Date: 6 Nov 1996 (Wed) 11:15
Subject: Draft of Ad for New PT Editor

Steve:

This draft is based on what you showed Toni and me yesterday and my perception of our need not only for the right editor but also for leaving open for now what the person's duties will be beyond feature editing. It's also based on the notion that if we run a lively and non-run-of-the-mill ad, we may attract a similar kind of applicant. (I have found that asking for an "informative cover letter" is a useful means of learning early about a candidate's ability to communicate.)

Jean and Toni have contributed to this draft, but do not necessarily agree with everything in it. I assume that they and other PT staffers will have a chance to review the final version.

PHYSICS TODAY seeks a resourceful individual primarily to edit feature articles on a broad range of both technical and nontechnical subjects, and also to take on other editing and writing responsibilities. The job will involve working with a variety of outside authors, judicious rewriting, occasional travel, and teaming up with PT colleagues to put out a high-quality, deadline-driven monthly magazine. Applicants should have a degree in physics and editorial experience. Send your resume and an informative cover letter to

Theresa C. Braun
Human Resources
American Institute of Physics
One Physics Ellipse
College Park, Maryland 20740-3843

Thanks for the opportunity to participate in this process.

Paul (as signer of e-mail message, not intended recipient of applications--at least not until they're seen by the PT staff)

S 000449

From: Paul Elliott (Paul Elliot)
To: tfeder,l:jak@interport.net
Date: 6 Nov 1996 (Wed) 11:28
Subject: Draft of Ad for New PT Editor -Forwarded

Attached is what I have sent to Steve, who earlier--as I was putting in the kind of nonproductive time that ads up--inquired as to whether I had prepared anything.

Thanks for your help, T&F. Note that I've added "some travel"; I think that's accurate, and is likely to help make the job sound attractive. But I've left out "hunk" and other restrictive descriptors that could too greatly limit the applicant pool.

Paul

CC: jschmidt

S 000450

From: Jeff Schmidt <jschmidt@aip.acp.org>
To: ACP.ACPGate("jak@interport.net")
Date: 7 Nov 1996 (Thu) 20:41
Subject: draft -Reply

Hi Jean,

Looks good. No need to mention Ray -- or not to, I think.

Jeff

here's the draft:

=====

Hello, Horst

I just wanted to let you know that the PT staff was told about the advisory committee's preliminary recommendations during a meeting on 24 October.

The recommendations were very well received by the staff and generated a

lot of lively discussion XXXXX"and optimism about the possibility of improvement"?XXXXX. And there have been other positive signs since

then. One is that we are having a retreat on the 20thXXXXX'I'd say "19th and 20th"XXXXX of this month.

Do

you think the committee's final recommendations will be available before

then? That would be really helpful.

Hope all is well.

CC: ACP.AIP(jschmidt)

S 000451

Received: from ACP-Message_Server by acpgate.acp.org
with Novell_GroupWise; Thu, 07 Nov 1996 20:40:54 -0500
Message-Id: <s2824956.010@acpgate.acp.org>
X-Mailer: Novell GroupWise 4.1
Date: Thu, 07 Nov 1996 20:41:50 -0500
From: Jeff Schmidt <jschmidt@aip.acp.org>
To: jak@interport.net
Cc: jschmidt@aip.acp.org
Subject: draft -Reply

S 000452

From: Pool Elliott (Paul Elliot)
To: ACPGate("jak@interport.net")
Date: 7 Nov 1996 (Thu) 22:20
Subject: draft -Reply: That Was Quick, and Good

I basically agree with Toni's assessment, and also have two suggestions, one to make the positive point more explicit (and limit our suggestion of goodness afoot to the sub-Rigden level) and the other to make sure Horst understands we don't want to go around Charlesteve:

(1) "... other positive signs since then of PT's managers becoming more open to staff involvement in the PT process."

(2) "... recommendations will be available before then so that Charles and Steve can pass them on to the staff. ..."

Paul

>>> Jean Kumagai <jak@interport.net> 11/07/96 08:15pm >>>
greetings, earthlings!

how are you? i'm fine.

here's the draft:

=====

Hello, Horst

I just wanted to let you know that the PT staff was told about the advisory committee's preliminary recommendations during a meeting on 24 October. The recommendations were very well received by the staff and generated a lot of lively discussion. And there have been other positive signs since then. One is that we are having a retreat on the 20th of this month. Do you think the committee's final recommendations will be available before then? That would be really helpful.

Hope all is well.

[SHOULD I MENTION RAY?]

CC: ACP.AIP(tfeder.jschmidt)

S 000453

From: Jean Kumagai <jak@interport.net>
To: ACP.AIP(pelliot.jschmidt,tfeder)
Date: 12 Nov 1996 (Tue) 9:57

here's the response:

>Date: Tue, 12 Nov 96 09:21:04 EST
>From: horst@physics.bell-labs.com (Horst L. Stormer)
>To: jak@interport.net
>Subject: Re: hello!
>Cc: horst@research.bell-labs.com
>
>jean,
>
> thanks for your note. i will try my best to get the report to
>PT as quickly as a committee of 10 allows. let me send out a few more
>reminders to my colleagues. i might be able to make it by nov 19th,
>but i can't guarantee.
>
>regards
>
>horst

S 000454

Received: from [207.38.249.146] (ts3port17.port.net [207.38.249.17]) by [broadway.interport.net](#) (8.8.1/8.8.1) with SMTP id JAA15026; Tue, 12 Nov 1996 09:57:07 -0500 (EST)
Date: Tue, 12 Nov 1996 09:57:07 -0500 (EST)
X-Sender: jak@pop.interport.net
Message-Id: <v01530503aeadfa3b86b6@[207.38.249.146]>
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
To: tfeder@aip.acp.org, jschmidt@aip.acp.org, pelliot@aip.acp.org
From: jak@interport.net (Jean Kumagai)
Cc: jak@interport.net

S 000455

From: gcollins (Graham P. Collins)
To: i:worldnet.att.net:bgl, i:aip.org:jak, BSCHWARZ, C...
Date: 15 Nov 1996 (Fri) 21:22
Subject: Re Retreat

I agree with Toni & Jean, and in general with Paul (I've never been involved in a retreat before so I don't really have an opinion on what he said in detail).

There need to be some sort of ground rules for how the discussion proceeds, but fifteen 15-to-20-minute solo speeches of complaint is not going to be a productive use of anyone's time.

Sorry, I don't have any good specific suggestions, but something that promotes free-flowing discussion as envisaged by Jean is what's needed.

On the other hand, as I see it the major goal of the first hour or so (or these pre-retreat e-mails) should be to set a loose agenda of what are the important topics that need to be discussed. That's so that the free-flowing discussion can nevertheless be anchored in some way, instead of going all over the map and never reaching any conclusion. (And I think it's important that after a certain amount of loose discussion on a given general topic that the focus changes from exploring all the issues, etc, to searching for some kind of conclusion [not necessarily an "answer"].) Maybe if a set of topics is each assigned a limit of 60 minutes discussion, the first 30 can be "exploration of the problem/issue" and the last 30 to "what can we do about it?" (And of course none of that need be engraved in stone. Obviously we apply common sense as needed.)

I guess that's one of my suggestions/ideas/complaints (SIC): The way so many meetings or discussions that we have fail to make clear decisions about a course of action. (But that's not a difficult one to solve, assuming there is consensus that it =is= a problem.)

I've used up my quota of mixed metaphors for this week, so that's it for now.

-- Graham

S 000456

From: Jean Kumagai <jak@interport.net>
To: ACP.AIP(pelliot)
Date: 15 Nov 1996 (Fri) 7:22
Subject: memo

Paul,

Thank you for finishing the draft. I suggest that you split the current document into two. The idea is that you'd submit the shorter document as a cover for the longer document. The reason for doing this is because we want to make sure that we actually get asked for suggestions before the retreat takes place -- your current document is so long that our main purpose is buried, and thus is put at risk of being ignored.

I think a shorter document that says the following (or something like it--it's very early right now and my language skills haven't woken up yet) would work:

=====

CS: With the 19-20 November retreat fast approaching, I would like to make a few suggestions so that we can make the most of the opportunity:

- Invite the staff to participate in preparing the agenda for the retreat
- that is, ask everyone to prepare proposed agenda items and circulate them to the rest of the staff.
- Circulate a draft of ground rules for the retreat and distribute them to the staff, again inviting everyone to comment and to circulate their comments to the rest of the staff. I've prepared some suggested ground rules (see attached).
- Consider giving the nonexempt support staff some comp time for attending the retreat.
- Consider extending the January issue's deadline by one or two days, so that we are not penalized for participating in the retreat.

Given the short amount of time between now and next Tuesday, I'd also like to suggest that you act on this as quickly as possible.

=====

The longer attached document would contain the rest of your original.

That's all,
Jean

CC: ACP.AIP(tfeder.jschmidt)

S 000457

Received: from [207.38.249.11] (ts3port11.port.net [207.38.249.11]) by broadway.interport.net (8.8.1/8.8.1) with SMTP id HAA03973; Fri, 15 Nov 1996 07:22:24 -0500 (EST)
Date: Fri, 15 Nov 1996 07:22:24 -0500 (EST)
X-Sender: jak@pop.interport.net (Unverified)
Message-Id: <v01530500aeb1c53717ee@[207.38.250.10]>
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
To: pelliot@aip.acp.org
From: jak@interport.net (Jean Kumagai)
Subject: memo
Cc: jak@interport.net, jschmidt@aip.acp.org, tfeder@aip.acp.org

S 000458

From: Jean Kumagai <jak@interport.net>
To: Stephen Benka <sbenka@aip.acp.org>
Date: 15 Nov 1996 (Fri) 12:27
Subject: Re: Upcoming Retreat

Hi, Steve

Thanks for your message -- I just read it and Toni's response, and I agree with her suggestions. That is, I agree that we should be given the advisory committee's report prior to the meeting, and if any of us has ideas about topics for discussion at the retreat, we should be encouraged to circulate them now, to provide sufficient time for reflection.

I also share Toni's concern about the 15-minute presentations. If the purpose of the retreat is to come up with concrete solutions, then it would be more constructive to create an agenda that includes specific proposals for discussion. Also, I think it's really important that the retreat (and indeed, all of the magazine's interactions) be structured so that anyone who wants to has the opportunity to speak freely, without interruption. A big part of speaking freely, i think, is being allowed to respond to what others are saying, maybe even arguing a bit and generally trying to come to an agreement.

Jean

CC: ACP.AIP(jbarker,wkornber,tfeder,rwehrenb,pelliot,j...

S 000459

Received: from [207.38.249.23] (ts3port11.port.net [207.38.249.11]) by park.interport.net (8.8.1/8.8.1) with SMTP id MAA19727; Fri, 15 Nov 1996 12:27:20 -0500 (EST)
Date: Fri, 15 Nov 1996 12:27:20 -0500 (EST)
X-Sender: jak@pop.interport.net
Message-Id: <v01530502aeb1feb7f8da@[207.38.249.23]>
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
To: Stephen Benka <sbenka@aip.acp.org>
From: jak@interport.net (Jean Kumagai)
Subject: Re: Upcoming Retreat
Cc: bgl@worldnet.att.net, bschwarz@aip.acp.org, charris@aip.acp.org, clucas@aip.acp.org, eplotkin@aip.acp.org, gcollins@aip.acp.org, goodwin@aip.acp.org, jschmidt@aip.acp.org, peliot@aip.acp.org, rwehrenb@aip.acp.org, tfeder@aip.acp.org, wkornber@aip.acp.org, gbl2@aip.org, jbarker@aip.acp.org, jak@interport.net

S 000460

From: Paul Elliott (Paul Elliot)
To: jbarker,gcollins,tfeder,wkornber,clucas,eplotkin,j...
Date: 15 Nov 1996 (Fri) 14:01
Subject: Let's Retreat, but Let's Go Forward

FYI: See attached document, which I gave to Steve on paper early this afternoon in response to his morning memo about the retreat.

Paul

S 000461

November 15, 1996

MEMO TO: Steve

FROM: Paul

SUBJECT: The November 19-20 retreat

A productive retreat is not a mega staff meeting, but a wholly different and often difficult-to-achieve enterprise, especially when it's the first retreat for the organization and for almost all of the participants.

As a sometime retreat participant and facilitator, I suggest that you reconsider the format that you sent around this morning, in that I don't think it is likely to work very well--for the following reasons:

- o Work-related retreats are most successful when they provide a well-run, structured, and outcome-oriented forum for democratic problem solving in which the attendees (1) agree at the outset on what the retreat will try to achieve and how it will proceed, and (2) focus on identifying major issues, developing solutions and understandings, and arriving at a consensus about what should be done. Work-related retreats are much less successful when they devote a great deal of time to solo turns and unstructured discussion (as is often used at retreats devoted to personal development and similar areas), which often result in fixation on the problem (rather than the solution), hostility toward management, and turf skirmishes or battles.

- o Although the idea of giving everyone a chance to speak uninterrupted about CICS is well-intentioned, for us it is all too likely to lead to a sanitized repeat of our day spent with the advisory committee.

- o The CICS approach is impractical: With 15 or 16 attendees being given 20 minutes each for their CICS, Wednesday morning will have to be at least five hours long.

- o I've neither attended nor heard of a retreat that featured speeches. Speeches go with conference banquets, not retreats.

Naturally, I think I know best. But you and others may well disagree. So I suggest that, between now and, say, Monday noon, you (1) ask all staff members for their views on the retreat form and format, and (2) distribute whatever you receive, and then, on Monday afternoon, (3) hold a brief meeting aimed at our arriving at a staff consensus on how to proceed.

Staff involvement at the pre-retreat stage is essential, I think. It worked well last week in our collectively going through the preparation of an ad for the new editor. I feel strongly that the same basic approach would increase the chances of our having a successful retreat--even if it turns out that most of my colleagues favor the solo CICS format.

Initially, I saw the idea of a retreat as an imposition. I then came to see it as an opportunity. I now see it as an opportunity only if there is staff involvement all the way through--from the planning stage through the all-critical follow-up stage.

I am preparing a memo to you laying out some ideas for an alternative format and approach that focus on using structured group discussion to explore ways of (1) improving the operational process we use to prepare and publish the magazine, (2) improving the job satisfaction of the people engaged in those processes, and (3) improving the content of the magazine. It will also include some proposed ground rules, based on what I have found to be a critical element in getting the most out of a retreat while keeping staff rancor and squabbling to a minimum.

I plan to give you the memo in response to a call for staff input--or simply as an unsolicited proposal.

Two additional suggestions: First, give nonexempt support staff some comp time, if only informally, for attending the retreat.

Second, extend the deadline for the January issue by one or two days, so that we are not penalized for participating in the retreat. It's not that we necessarily need the time, but if we do run over, we won't feel that our necks are being breathed on quite so warmly. In both cases, it's a chance for management to give back. . . .

Finally, I remind you in particular that the more the staff is involved in planning the structure and purpose of the

S 000462

retreat with an emphasis on the consensual identification of solutions, the less likely it is that the staff will use the retreat as a vacation from work or as an opportunity to pick on the editor.

S 000463

From: Stephen Benka
To: ALL-PT
Date: 15 Nov 1996 (Fri) 14:38
Subject: Retreat Format

TO: All PT people
FROM: Steve

My suggested format, circulated earlier, is intended to make the best use of the (effectively) single day that we have. Before we can productively discuss the issues, we need to find out what they are. They are surely not the same for everyone. The format for Wednesday morning is intended to identify the issues, certainly the major ones. There's no intention to put anyone "on the spot." A group discussion may also serve to identify the issues, but I worry that some voices may still not be heard.

So the first goal of the retreat, in my view at least, is to identify the issues that we, as a group, need or want to address. Then we can address these issues and work toward solutions. My hope is that, in the brief time allotted (we still have the collective goal, and responsibility, of getting a magazine out) we will get through the first phase and begin the second one of finding solutions.

I am open to other suggested formats, perhaps even to other suggested goals for the retreat. To make this retreat productive, as Paul suggested to me, we need to have the structure and the goals clearly defined in advance.

Tuesday will be consumed with the December blue lines. There is a News Departments meeting at 2pm on Monday. Let's all get together at 3:30pm on Monday, to agree on goals and structure for the retreat. Until then, I will collect all suggestions and make them available prior to the Monday meeting. You can send your thoughts to the entire group or just to me, as you wish. If you don't want your thoughts circulated, let me know.

Keep those cards and letters coming.

--Steve

S 000464

Subject: message to jeff
Date: Wed, 4 Dec 1996 11:04:02 -0500 (EST)
From: jak@interport.net (Jean Kumagai)
To: ar429@lafn.org
CC: jak@interport.net

hi, jeff

ray got back from india and he's apparently negotiating with steve and charles to work remotely. i don't know any more than that.

hope all is well,
 jean

here's something from benka:

```
>Date: Wed, 04 Dec 1996 10:10:02 -0500
>From: Stephen Benka <sbenka@aip.acp.org>
>To: blevi@aip.acp.org, bschwarz@aip.acp.org, charris@aip.acp.org,
>    clucas@aip.acp.org, eplotkin@aip.acp.org, goodwin@aip.acp.org,
>    jschmidt@aip.acp.org, pelliot@aip.acp.org, rladbury@aip.acp.org,
>    rwehrenb@aip.acp.org, sbenka@aip.acp.org, tfeder@aip.acp.org,
>    wkornber@aip.acp.org, gbl2@aip.org, gcollins@aip.org, jak@aip.org,
>    jbarker@aip.org
>Subject: Retreat thoughts (public)
>
>Here are the public reactions to our recent retreat. I will happily
>disseminate any others that come in. Once again, I deeply appreciate
>everyone's participation in the retreat. --Steve
>
>[From Elliot:]
>Steve, here are my thoughts on the retreat (for public consumption):
>
>It was a completely worthwhile exercise, whether anything concrete
>was decided or not. Just having the whole staff in one place at one time
>speaking freely can only do good.
>Ells
>
>
>[From Carol:]
>As always, my thoughts are public. I wear them on my sleeve. Although
>I missed the closing of the retreat and do not know what decisions were
>finally made, I felt that the retreat would have been much more of a
>success with an outside facilitator who could direct attention to the
>underlying problems rather than dealing with the obvious. It did not seem
>much different to me than a staff meeting.
>
>Carol
>
>
>[From Charles:]
>"Was it worthwhile?" -- yes
>" What about the process?" -- excellent
```

S 000465

>"The outcomes?" -- good start

>public

>

>

>[From Steve:]

>I found it very useful and productive, even though it differed from my
>original expectations. I think the inroads we made to freely and safely

>speaking our minds were the biggest success. I hope everyone believes

>that it carries over to our workaday world.

>

S 000466

From: gcollins (Graham P. Collins)
To: ACPGate."jak@aip.org", BLEVI, BSCHWARZ, CHARRIS, C...
Date: 18 Nov 1996 (Mon) 1:04
Subject: job description

Toni wanted to hear short presentations of what each person's job consists of. As best I currently understand it (and that's an important caveat), here is what mine now consists of: (In approximate descending order of importance / time spent.)

-- research and write Search & Discovery pieces

-- edit feature Articles and technical Opinions

-- deal with certain office technology issues (e.g., identifying appropriate software, hardware, and services; developing how we make use of them.)

-- coordinate development of our web pages (with increasing assistance from Judy), including finding efficient ways for us to respond to incoming e-mail queries caused by the existence of our web pages

-- oversee the Calendar department (with Judy doing the bulk of the actual work)

-- oversee the annual index

-- all the usual miscellaneous chores: reviewing letters, reviewing submitted articles, investigating and making article & search proposals, forwarding appropriate snippets of info to other departments

S 000467

From: gcollins (Graham P. Collins)
To: ACPGate:"jak@aip.org", BLEVI, BSCHWARZ, CHARRIS, C...
Date: 18 Nov 1996 (Mon) 0:41
Subject: Retreat structure

This is my contribution to Monday's 3:30 pm meeting on structure and goals of the retreat:

I'm assuming that the Monday afternoon meeting will not set the agenda and schedule for the entire retreat. I don't intend to participate in the Monday meeting by phone so if no-one else wants to champion any aspect of the ideas set out here they can be ignored.

First hour of retreat: Free-flowing discussion with the purpose of listing all the topics that are of concern to people. If one hour is not enough for this, extend it by a further 30 minutes (after a brief break).

Next: 15 to 30 minutes selecting which topics will be addressed during the rest of the day. It might be possible to do this by consensus. If that seems unlikely, do it by ballot.

Much of the rest of the day: sessions limited to one hour each, focussing on a specific topic selected earlier. The first 30 minutes of each session is "freer" and is to explore the topic. The last 30 minutes should be more directed to trying to arrive at a conclusion/strategy/solution. Or to put it another way, the first half is to toss a collection of ideas and comments onto the table, the second half is to pull together something more coherent and to try to make some decisions.

Obviously we can move to the second half of a session earlier than 30 minutes if the "exploration" stage seems exhausted sooner. And the total 1-hour session can be concluded sooner if a consensus about a conclusion/strategy/solution is reached before the hour is up.

If it seems particularly worthwhile for reaching a better conclusion, an additional 15 minutes can be added, but this must be weighed against the loss of time available for later topics.

The list of topics discussed in this way gets cut off early enough to ensure that there can be a break followed by a final 1 hour session. That session is to discuss the retreat itself. e.g. Would it be valuable to hold another in x months' time? What was wrong or right with the format? etc.

S 000468

From: gcollins (Graham P. Collins)
To: ACP.ACPGate("jak@aip.org"), ACP.AIP(BLEVI, BSCHWAR...
Date: 18 Nov 1996 (Mon) 0:10
Subject: Job Security -Reply

What is "the anonymous agenda"? What are the other items on it? Is this something in hardcopy that I'll find in my in-box on Tuesday?

-- Graham

>>> Stephen Benka 11/17/96 06:24pm >>>
TO: All PT Staff
FROM: Steve Benka
SUBJECT: Job Security

Item number 1 on the anonymous agenda expresses concern about speaking one's mind.

S 000469

From: Paul Elliott (Paul Elliot)
To: ACPGate("tfeder@wam.umd.edu")
Date: 18 Feb 1997 (Tue) 14:39
Subject: Re: NYT -Reply, and then Some -Reply

Hi Toni,

Spring seems to be creeping into the Washington area (possibly it's just lassitude after a three-day weekend), and the atmosphere at PT so far today has seemed laid back, even somnambulistic. The loudest sound I've yet heard has been Steve's brief interroom offer of help to someone looking for something in the PT library. People on the phone in the vicinity of your office have gone unheard on this side of the PT suite, which is almost unheard of. No one has scurried by.

Thanks for your February 12 note about short months and notes and long shots.

My postmortem session with Steve on the March issue was also fairly short, in that Steve needed little convincing that I had found the March schedule burdensome. I proposed various changes for April, having largely to do with the scheduling of feature stories and search stories (which together account for the largest amount of copyediting I have to cope with each month); I also proposed that PC and letters be given the same departmental deadline as Washington reports--namely, March 10 (-1 day before absolute closing). He agreed.

I also urged him to use freelancers for content editing, as that was the only viable option to overworking the current staff or underpopulating the magazine with feature articles between now and the arrival of a replacement editor. He seemed to agree.

By week's end, Steve was intent upon launching his telephone interview campaign, and Jeff and I closed out Friday by briefly mulling over how long it will take Steve to get through the number of applicants currently slated for a Call from Steve. Jeff says the number is--or was--28.

End of deep background report.

Paul

CC: jschmidt,l:jak@interport.net

S 000470

From: Stephen Benka
To: ALL-PT
Date: 4 Dec 1996 (Wed) 10:10
Subject: Retreat thoughts (public)

Here are the public reactions to our recent retreat. I will happily disseminate any others that come in. Once again, I deeply appreciate everyone's participation in the retreat. --Steve

[From Elliot:]

Steve, here are my thoughts on the retreat (for public consumption):

It was a completely worthwhile exercise, whether anything concrete was decided or not. Just having the whole staff in one place at one time speaking freely can only do good.

Ells

[From Carol:]

As always, my thoughts are public. I wear them on my sleeve. Although I missed the closing of the retreat and do not know what decisions were finally made, I felt that the retreat would have been much more of a success with an outside facilitator who could direct attention to the underlying problems rather than dealing with the obvious. It did not seem much different to me than a staff meeting.

Carol

[From Charles:]

"Was it worthwhile?" -- yes

"What about the process?" -- excellent

"The outcomes?" -- good start

public

[From Steve:]

I found it very useful and productive, even though it differed from my original expectations. I think the inroads we made to freely and safely speaking our minds were the biggest success. I hope everyone believes that it carries over to our workaday world.

S 000471

From: Stephen Benka
To: ALL-PT
Date: 23 Dec 1996 (Mon) 9:55
Subject: More retreat thoughts (public)

From Graham:
Retreat thoughts, public:

12/19/96

Like Elliot & Charles, I think the retreat was very worthwhile, for much the same reasons that they give. We do need to carry the task onward, however. The biweekly Editor's Q&A is a good start. I seem to recall Charles suggesting a regular (monthly? bimonthly?) meeting to carry on the work of the retreat. Perhaps we should look at all the agenda items that we didn't get to and select a few for tackling at such meetings. A reasonable goal would be discussion of one item per meeting.

-- Graham

S 000472

From: Stephen Benka
To: ALL-PT
Date: 22 Nov 1996 (Fri) 8:17
Subject: Retreat thoughts

To everyone in PT,

I would like you to help me assess the retreat. Was it worthwhile? What about the process? The outcomes?

I invite brief comments, via email. If you have concerns, please identify them but don't argue or reargue them now. Just let me know.

Please tell me if your comments are "public," for distribution to everyone in PT, or if they are "private," confidential for Charles and me. I will distribute all public comments (including my own) in a single email message next week.

Also next week, on Tuesday at 11:30am (to ensure brevity), will be the first biweekly Q&A staff meeting. I will do my best to answer your questions, or have answers by the next such meeting. If you have questions but can't participate, try to have someone else ask for you.

Thank you all,
Steve

S 000473

S 000474

Received: from LOCALNAME ([207.146.222.219]) by mtigwc02.worldnet.att.net
(post.office MTA v2.0 0613) with SMTP id AAB5509;
Sun, 17 Nov 1996 21:14:24 +0000
X-Sender: bgl@postoffice.worldnet.att.net
X-Mailer: Windows Eudora Light Version 1.5.2
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
To: sbenka@aip.acp.org,glubkin@aip.acp.org,gcollins@aip.acp.org,
charris@aip.acp.org,clucas@aip.acp.org,wkornber@aip.acp.org,
jak@interport.net,bschwarz@aip.acp.org,rladbury@aip.acp.org,
tfeder@aip.acp.org,goodwin@aip.acp.org,jschmidt@aip.acp.org,
eplotkin@aip.acp.org,PELLIOT@aip.acp.org,bgl@worldnet.att.net,
rwehrenb@aip.acp.org,jbarker@aip.acp.org
From: Barbara Levi <bgl@worldnet.att.net>
Subject: discussion topics
Date: Sun, 17 Nov 1996 21:14:24 +0000
Message-ID: <19961117211415.AAB5509@LOCALNAME>

S 000475

From: Paul Elliott (Paul Elliot)
To: sbenka
Date: 15 Nov 1996 (Fri) 21:34
Subject: Suggestions for Alternative Format for Retreat

I've had an attack of the evening slownesses, possibly occasioned by a visit to the Golem Heights, such that I won't have the suggestions for you until Monday morning.

Having just trapped a *Musca domestica* that's been running around my monitor screen and thereby causing typos, I'm leaving; that is, having cooped the fly, I'm flying the coop.

Until Monday,

Paul

S 000476

INTER-OFFICE MEMORANDUM

To: PT editors and support staff

From: Charles Harris

Subject: Belmont Retreat

Date: 11 November 1996

Our retreat at Belmont has been scheduled for 19-20 November 1996. Attached you will find directions to the location in Elkridge, Maryland. We will be arriving at Belmont around 5:00 p.m. on Tuesday, 19 November and departing on Wednesday, 20 November around 3:00 p.m. Dinner arrangements have been made for the evening of 19 November.

Please notify Carol Lucas if you require any special arrangements. The menu has been chosen to accomodate everyone, including those who are vegetarian.

If you have any questions, please let Carol know.

Ch

*P.S. Transportation arrangements can
be made for anyone without a vehicle.*

S 000477

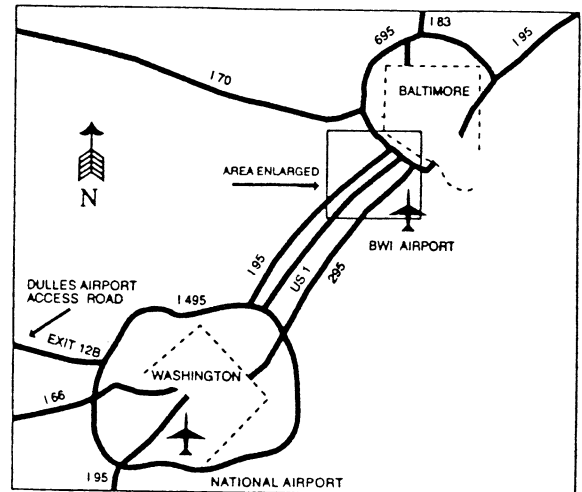
Directions to Belmont

From Baltimore:

South on U.S. 195
Take Exit 47A (Route 195 East),
which bears left
Take Exit 3 for Elkridge
Right on Route 1 South to
Montgomery Road
Right on Montgomery Road to
Elibank Drive
Right on Elibank Drive
Take first left onto Belmont
Woods Road
Follow signs to Manor House
Registration area or Stable
Parking

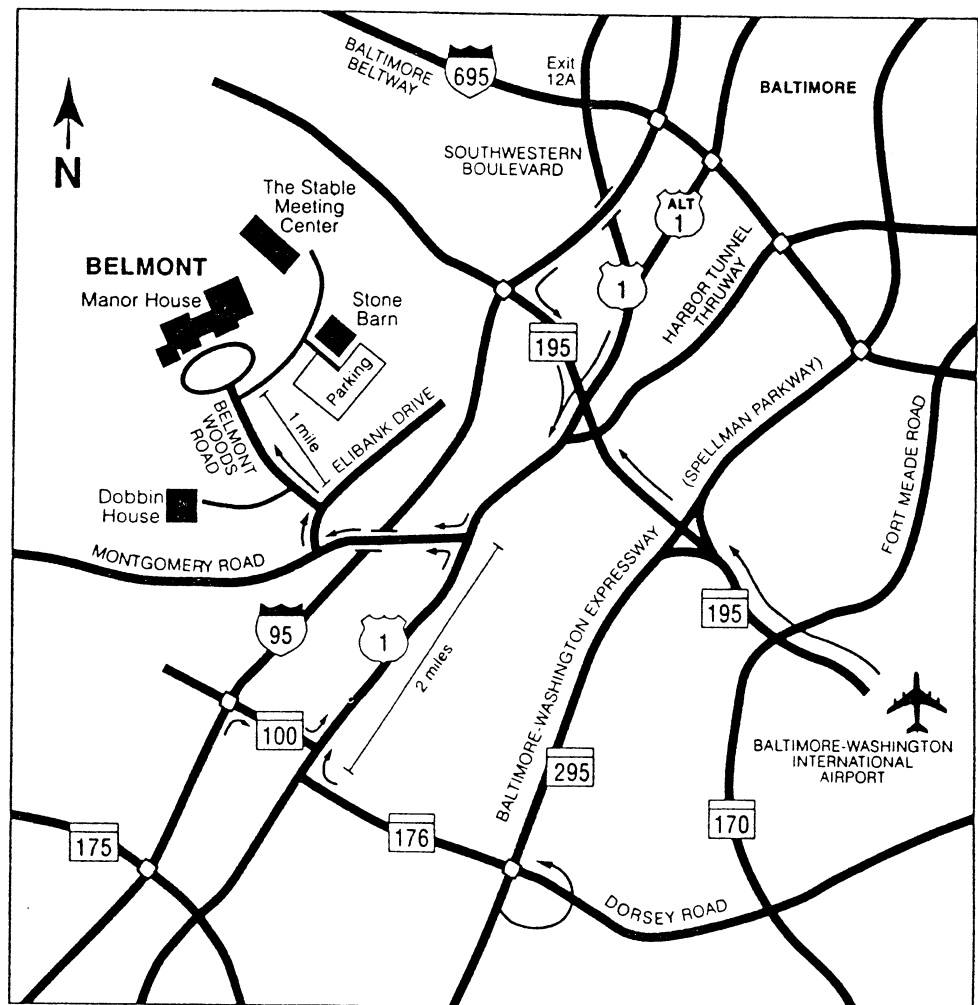
From Washington:

North on U.S. 195 to Route 100
Exit 43 (marked Glen Burnie)
follow to U.S. Route 1
Left on Route 1 (North) to
Montgomery Road (2 miles)
Left on Montgomery Road to
Elibank Drive
Right on Elibank Drive
Take first left onto Belmont
Woods Road
Follow signs to Manor House
Registration area or Stable
Parking



From BWI:

Follow exit signs toward
Route 195
Take Route 1 South Exit
toward Elkridge
Right on Montgomery
Road to Elibank Drive
Right on Elibank Drive
Take first left onto
Belmont Woods Road
Follow signs to Manor
House Registration
area or Stable Parking



Belmont Manor House
6555 Belmont Woods Road
Elkridge, Maryland 21227
(410) 796-4300
(410) 796-4565 (fax)

AGENDA — Preliminary (prepared by Steve)

Tuesday:

4pm, leave ACP to arrive at retreat by 5pm
5pm, this preliminary agenda distributed for comment, possible change
6pm, dinner
After dinner, Charles, Steve talk about the magazine, vision

Wednesday:

7:30am, coffee
8:00am, breakfast
8:30am, 1st session
10:00am, break
10:30am, 2nd session

Noon, lunch

12:30pm, 3rd session
1:30pm, break
2:00–??pm, 4th session

PROPOSED SESSION CONTENT

(Proposed: That we defer discussion of improving editorial content)

1st session: 8:30–9:00, Anonymous proposals 1, 2a, 2c, 6, 7, 8, 10. The "easy"(?) ones.
9:00–9:30, Explore inhouse communications (includes anonymous 2b)
9:30–10:00, Strategy to improve inhouse communications (includes anonymous 3)

2nd session: 10:30–11:15, Magazine infrastructure—support staff. Discuss magazine's needed tasks, current tasks, and new hires. We all have a stake in this.
11:15–12:00, Magazine infrastructure—support functions procedures. Do we know how to get things done? Can it be improved?

3rd session: 12:30–1:30, Editorial operations. 30 minutes of exploration, 30 minutes to reach conclusions / strategies / solutions.

4th session: 2:00–3:00, Closure. What will we do immediately? Gradually? Eventually? How? Do we have another retreat? If so, when?

Job Description

Name:
Job Title: Assistant to the Publisher
Division: *Physics Today*
Reports to: Editor

November 11, 1996

BRIEF DESCRIPTION OF JOB DUTIES:

Assists the Publisher in the day-to-day ~~operations of the~~ administrative ^{work} aspects of the division.

ESSENTIAL FUNCTIONS:

1. Prepares and tracks all purchase requisitions and check requisitions for supplies, maintenance, vendors, ^{editorial} cartoons, subscriptions, etc. Tracking ^{of} budget expenditures.
2. Responsible for acquisition of materials and maintenance of library.
3. Develops and administers procedures manual for the division.
4. Handles special projects, ^{planning} ~~Le.~~ copyright licensing, Disaster Recovery, print job orders, etc.
5. Prepare ^{SS} travel expense vouchers, screen ^{SS} calls and open ^{SS} and direct ^{SS} mail to the Publisher.
6. ^{Acts} Perform as staff liaison between magazines and the Publisher's office. ← MEANING NOT CLEAR
7. Prepares weekly calendar and tracks attendance for the division.
8. Handles circulation and fulfillment for the Industrial Physicist.
9. Prepares invoices for approval, assigns accounting codes.
10. Develops monthly page counts and provides information to advertising, editorial and accounting.
11. Maintains and updates inventory/assets report.
12. Coordinates annual Advisory Committee meeting.
13. *Consult with staff and suggest improvements in office procedures.*

Qualifications: Skills in administration, organization and business writing; computer literacy; strong interpersonal skills; at least five years' secretarial experience at the executive level.

S 000480

Job Description

November 11, 1996

Name:

Job Title: Assistant to the Editor

Division: PHYSICS TODAY

Reports to: Editor in Chief

Not part
of title

Does this mean
editorial work?

BRIEF DESCRIPTION OF JOB DUTIES:

In consultation with the editor, handles scheduling, ~~quality~~ and traffic control of feature and department articles and assists editorial staff members as required.

ESSENTIAL FUNCTIONS:

1. **Monitor all inhouse manuscripts. Includes:** Ascertain status of inhouse manuscripts, including articles, article queries, Obituaries, Letters to the Editor, Reference Frame and Opinion Departments, and reviews of these items; update database accordingly.

2. **Generate correspondence for the editor. Includes:** Acknowledgement, acceptance, rejection, and withdrawal of inhouse manuscripts; other correspondence as needed.

3. **Develop and update monthly reports. Includes:** Production schedules and progress reports for each article and department in the magazine; future contents reports for both news departments and feature articles; page count reports.

4. **Arrange staff meetings. Includes:** For meetings of news departments, general staff, and other meetings, determine appropriate times based on staff availability, schedule conference room, solicit input from staff, and notify staff members.

5. **Perform other administrative duties. Includes:** Opening and sorting Editor's mail; screening Editor's phone calls; arranging Editor's travel; handling other duties as needed.

6. **Coordinate and consult with Carol Lucas in the supervision of other editorial support staff to ensure smooth-running operations.**

7. **Obituaries Coordinator.** Tracking of obituaries and maintaining associated database.

8. Consult with staff and suggest improvements in office procedures.

QUALIFICATIONS:

Skills in administration, organization and business writing; attention to detail; computer literacy (word-processing and databases); strong interpersonal skills; at least ten years' experience in magazine operations.

Carol & Rita
I think you would be a lot happier working
with, rather than for, the new person.

This should
not be
necessary

This includes entering corrections to editorial work on a backup basis or in times of overload.

Rita — We need a backup person to fill in for you when necessary. Also, you might need help with the Books stuff so that you can get into the page makeup and art department work.

S 000481

Rita — I suggest putting the things you like doing the most at the top of the list. Also, add some items spelling out the stuff that you want to do but have not done yet (page makeup or whatever).

Job Description

Name:
Job Title: Editorial Assistant
Division: Physics Today
Reports to: Editor

November 11, 1996

BRIEF DESCRIPTION OF JOB DUTIES:

Perform editorial services for the editorial staff and assist art director as required.

It is important to keep this in the description, given what you want to do. Dig out the description given in the ad for your job. Maybe it states (or implies) this kind of work.

ESSENTIAL FUNCTIONS:

1. Enter book reviews, obituaries and other submissions. Make editor/author corrections, print defaults. Scan key manuscripts, depending on quality of original. Warren will assign the book review name for saving in WordPerfect. All books for listing are entered into a merge program in WordPerfect 5.1 and the text manipulated through macros for final output.

galley.

Enter all book listings into

Probably don't need to say that in your job description.

2. Mail book reviews to publishers upon publication. Print form letters for signature, make copies, mail.

3. Make article corrections for editors. Input edits and prepare subsequent default galley or pages, as well as page corrections.

4. Compile book review letters. From initial request to review through obtaining final approval from author.

5. Prepare booklist. Input books weekly, prepare booklist bi-monthly. Assist books editor in the acquisition of complimentary copies for listing and review.

6. Mail books to reviewers. Maintain list of reviewers.

7. Develop and maintain database for the efficient tracking of the book review process. Generate monthly reports for the books editor, as well as update and develop reviewer and advisors lists.

8. Proofreading of index and other material submissions as required.

9. Consult with staff and suggest improvements in office procedures.

QUALIFICATIONS:

Skills in administration, organization and business writing; attention to detail; computer literacy (word-processing and databases); willingness to learn; strong interpersonal skills; at least five years' secretarial experience.

S 000482

November 18, 1996

MEMO TO: Steve
FROM: Paul
SUBJECT: The November 19-20 retreat

I suggest that today's meeting be used to

1. Discuss and agree upon the basic schedule for the Tuesday evening portion of the retreat, with everyone having a clear understanding of what will happen.

I recommend that the overall purpose of the evening should be simply to enable us to get settled in at Belmont and to get together there for a relaxed and leisurely dinner, with only casual discussion of any retreat business.

Issues to be discussed today about Tuesday include

- (a) What time (or during what time span) we should aim to reach Belmont
- (b) How long will it take to get there from, say, AIP
- (c) Car pooling arrangements, possibilities.
- (d) What time dinner is set for (and availability of stimulating beverages, for those interested in that aspect of our stay).
- (e) Anything else proposed for the evening.

2. Discuss and agree upon the basic schedule for the Wednesday portion of the retreat, with everyone having a clear understanding of what will happen.

Issues to be discussed today about Wednesday include

(a) The overall schedule: what time we'll start on Wednesday morning, what time we'll take a mid-morning break, lunch arrangements, and what time we conclude the retreat.

(b) Retreat setting: kind of room available (I strongly recommend a conversation pit if available; also, it would probably help to have chalkboard or easel plus oversize pad available)?

(c) Basic retreat format: discussion sessions, with each session focusing on a particular topic? If so, how many, and of what duration? Also use breakout sessions to tackle specific topics and report back to group?

S 000483

(d) Use of facilitator or moderator: use to lead/guide discussion or simply to serve as timekeeper and summarizer? None of the above?

(e) Discussion topics: Identify them, and prioritize them? Make prioritization of them the first issue dealt with on Wednesday morning?

(f) Ground rules: Review draft rules attached, modify them as needed, and agree on a final form? Do so on Wednesday morning?

(g) Develop tentative agenda for Wednesday.

(h) Agree that agenda may be modified during the course of the retreat as agreed upon by the participants.

S 000484

Retreat Ground Rules (Draft)

- o We will work together constructively and amicably to achieve our agree-upon purposes.
- o In discussing problems and solutions, we will assume that PT's management/staff resources will consist of all of us minus Ray and plus one editor and one support person to be brought on board as quickly as possible.
- o We will refrain from engaging in personal attacks of any kind and will treat each other with respect.
- o All of us will have an opportunity to speak on any subject relevant to the retreat.
- o Participation in the retreat, or any aspect of it, is voluntary and noncoercive, and all of us have the option of not talking about any particular subject while at the retreat.
- o In striving for consensus on specific issues, we may agree to defer making certain decisions and we may also agree to try certain solutions on a temporary basis.

Proposed Agenda Items for Retreat

(a)

Improving Operational Processes

- We begin by describing the existing processes (that is, how we decide on and obtain content in the form of feature articles, other outside contributions, and staff-written materials, and

how all those words are all shepherded into print). The emphasis should be on the activities, not the people who perform them.

- Identify and discuss the strengths and weaknesses of the present arrangement (that is, of the activities--not people and their jobs).
- Identify and discuss options for improving the arrangement.
- Each participant describes what he or she currently does and then describes what he or she would like to do--and how that differs from present responsibilities.
- Discussion of options for staff members (including managers) to trade responsibilities--also taking into account proposed new hires.

(b)

Improving Job Satisfaction

- Discussion of what contributes to job satisfaction and what does not in terms of what happens within PT. Begin by identifying topics in both categories; then discuss them.
- Discussion of AIP-wide factors that bear on job satisfaction.
- Discussion of options for implementing specific actions likely to improve job satisfaction, in terms of both PT-only and AIP-wide factors.

(c)

Improving Magazine Content

- Discussion of magazine's strengths and weaknesses in terms of what subjects are covered, how fully they are covered, how fairly they are covered, how timely they are covered.
- Discussion of options for improvement in content.

(d)

Coming to Closure

- Using options identified ^{above} ~~in previous sessions~~ for the three major categories (improving operational processes, improving job satisfaction, and improving magazine content), reach consensus on (i) changes to be made immediately, (ii) changes to be implemented in the future, (iii), changes to be further researched and discussed, and (iv) changes not to be made now or in the near future.
- Discussion of how and when changes will be implemented. Make a written record all of our decisions.

/Paul



Belmont

1738

A BRIEF HISTORY

In 1732, Caleb Dorsey of Annapolis purchased a large tract of land ten miles west of Baltimore from Dr. Mordecai Moore, a prominent Maryland citizen. Caleb, the Elder, gave this land to his son Caleb, the builder as a wedding present.

Caleb and Priscilla Dorsey completed the Georgian-Style Manor House currently known as Belmont. Two plaques adorn the front entrance with the couple's initials, "CPD 1738". With the wealthy inheritance Caleb farmed most of his vast acreage and profited from the operation of his forges and iron foundries. At the time of his death in 1772 he was a wealthy man owning 3,000 acres and personal effects valued at more than 8,000 pounds.

The estate was then willed to Caleb and Priscilla's son Edward, who with the help of his brother Samuel increased the value to 12,000 pounds and 3,245 acres. In 1786, Edward married his cousin Elizabeth Dorsey. Their daughter Priscilla inherited the Belmont Manor, as well as a sizable portion of the land in 1815. It is believed that Belmont first received its name from Alexander and Priscilla Hanson. The word Belmont means beautiful mountain.

In 1807 Priscilla married Alexander Hanson well known for his dedication to anti-Jeffersonian politics and founder of the Federal Republican, a Baltimore newspaper. After several unfavorable political accusations he became victim to an angry mob in 1812. He then moved to Georgetown where he continued to quarrel with the Federalist party. He consequently retired from the House of Representatives where he had served for three years. He died at the early age of 33. Hanson left only his exhausted pool of moneys to his wife and young son. Belmont was reduced to a mere 600 acres and sold at a sheriff's auction for \$25.00. After four years of court battles the estate was then redeemed for the Hansons.

Mary Bowdoin, a direct descendant of Caleb Jr. and Priscilla Dorsey, with her husband Harry Bruce purchased Belmont in 1918. They lived on the property for fifty years during which they maintained and enlarged the house in the true Colonial manner. Mr. Bruce built Dobbin House for one of his daughters.

Ambassador David K.E. Bruce, cousin to Harry, was the last private owner of Belmont. In 1964 Ambassador Bruce donated the estate to the Smithsonian. In 1983 the American Chemical Society purchased the Belmont Estate.

It is interesting to note that the Manor bedrooms are named for prominent figures in Maryland and Belmont history. Some of these men were early Governors of Maryland and all played important roles in the Revolutionary War.

Belmont has welcomed guests from all corners of the world, and that spirit of hospitality and impeccable service still continues.

S 000487

To: PT Editors
From: GPC
CC: CH, JB, CAL, RW
Date: 24 October 1996

General meeting agenda

**Thursday October 24
10:30 a.m. to 12 noon**

1. Preliminary feedback from advisory committee (Steve, Charles)

2a. Ray's departure

- discussion of assignment of duties
 - categorizing incoming books
 - new products
 - other?
- hiring of replacement(s?) (Charles)

2b. Staff participation in hiring (Jeff, Jean, Toni)

2c. Need for additional staff (Jeff, Jean, Toni)

3. Retreat? (Charles) *

4. Updates on changes to our e-mail, access to Pinet Plus, etc (Graham)

5. Recent articles activity (Steve) *

6. New article proposals:

- a: Witten sequel -- Graham to sound out Witten for a May '97 schedule. (Graham)
- a': Polchinski (UCSB) -- on Polchinski & Strominger's black hole work. (Barbara)
- b: Ordering in nanocrystals. Organized structures of quantum dots. [Article? Search?]
(formerly Ray, now Barbara)
- c: Colossal magnetoresistance (Barbara)
- d: Article or opinion by Siemann on the outcome of last summer's meeting in Snowmass on the future of accelerators. (Barbara)

7. Updates on topics discussed previously

- Series of short articles on theories of high- T_c superconductors (Barbara)

8. Coverage of the 1996 IgNobel Prizes (Paul) *

S 000488

9. Opinion TeV 2000? (TF)

10. Reference Frame?

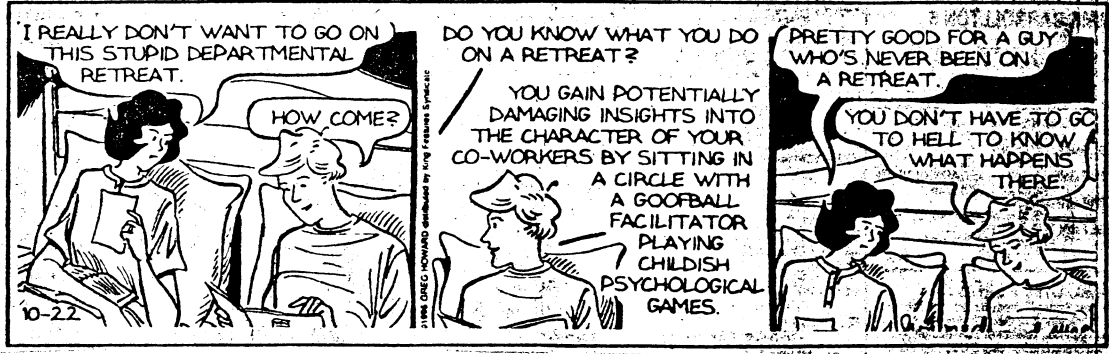
11. Career Choices?

* Supporting materials attached

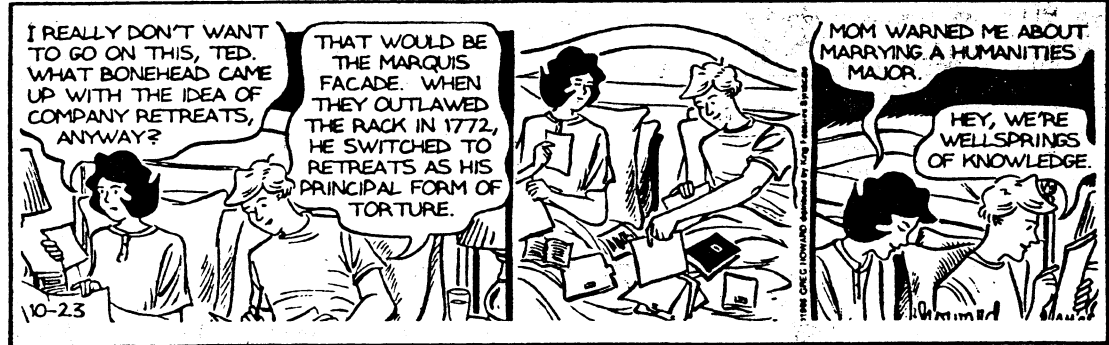
SALLY FORTH HOWARD & MACINTOSH



SALLY FORTH HOWARD & MACINTOSH



SALLY FORTH HOWARD & MACINTOSH



PHYSICS TODAY

tentative SCHEDULE OF ARTICLES (ever-evolving) October 21, 1996

(Articles in **Bold Face** are required by the editorial calendar)

December	Amato — Physics Textbooks		NonTech	BGL
	Sikivie — Pool-Hall Axion Physics		Tech	JS
	Ricca — Topological Fluid Dynamics		Tech	JS
January	Javidi — Optical techniques for Security ?		Tech	??
	Collins — Porous Silicon: Luminescence to LEDs		Tech	JS
	Weart — History of Greenhouse Effect		Hist	JS
	Pimbley — Physicists and Finance		Non-Tech	JK
February	APS Meeting Preview		NonTech	BGL
	Wheelon — Project Corona	?	Hist	JS
	Austin — Stretching DNA	?	Tech	JS
March	Mahan — Thermoelectrics		Tech	??
April	Ferguson — The Faintest Galaxies	?	Tech	??
	Gehrels — The New Gamma-Ray Astronomy	?	Tech	??
	Walker — Stardust	?	Tech	??

S 000490

From: Stephen Benka
To: ALL-PT
Date: 15 Jul 1997 (Tue) 10:58
Subject: Thursday lunch

As most of you know, we are invited to have lunch (Chinese food) with Marc Brodsky and John Rigden on Thursday, July 17, at noon, in one of the ground floor conference rooms (the exact one should be evident then).

According to John Rigden, "There is no agenda. We just want to get together. Let it be spontaneous."

So much for the facts.

My speculation is that it's tied to last year's advisory committee report, which laid some of PT's reputed low morale on the doorstep of AIP's upper management. In particular the committee mentioned budgetary pressures on PT, a perception by the staff that AIP management undervalues them, that we cannot make our case for better equipment and more personnel, and that AIP's management style promotes a "we versus them" mentality.

This lunch might be an attempt to address some of those issues. Or it might not be. At any rate, be prepared to discuss (perhaps to bring up) virtually anything to do with PT / AIP relations. I've agreed to bring up AIP's electronic communications policy on behalf of some of you, but I probably won't argue your case for you.

No one has to go to the lunch, but everyone was invited. Let Susan know right away if you plan to go, so that the proper amount of food can be ordered.

Bring an appetite.

--Steve

S 000491

From: Stephen Benka
To: PT-ALL
Date: 29 Jan 1997 (Wed) 20:22
Subject: Resumes

To: All PT People
From: Steve
Subject: Hiring an editor

We currently have 75 resumes for the midlevel editorial position. Most of the people responded to our recent ad, but some of them applied previously and I kept their applications on file.

The resumes are available in my office, on the top of the bookcase nearest the door, in the container marked "Unlikely." They are now in alphabetical order.

Currently, I have three strong candidates on the short list, based on their paper presentations. If you would like, please look through the resumes and promote a few more to that list; include a brief note explaining why and include your name. Please don't talk to any of the applicants.

Recall that our primary needs, in order, are (i) articles editor, (ii) obituaries, (iii) new products. An occasional search story is possible, but not primary. Our staff expertise needs bolstering mainly in condensed matter physics and related fields such as materials science, surface physics and the like. In the end, if possible, I will choose a candidate with this expertise.

The proposed process is: (1) telephone interview (by Steve) with likely shortening of the list; (2) editing test, via FedEx, followed by some staff discussions and likely shortening of the list; (3) remaining candidates come for formal interviews with Steve, Gloria and Charles, and informal talks and lunch with PTers; (4) final staff discussions and selection. I want to start making calls next week.

I'd like as much input as I can get, as quickly as I can get it. Thank you all.

--Steve

MUST INTERVIEW (3):
Cassidy, Ehrenstein, Hovis

OTHER GOOD CANDIDATES (28):
Belkora, Buller, Burton, Comella, Dark, Day, deGrazia, Dharmaraj, Forbes, Forman, Genuth, Hornbostel, Hufnagel, Joswick, Kellett, Kluzik, Krombel, Ladna, McClure, McGuire, Pittalwala, Redington, Schneider, Shaw, Singh, Stout, Timmes, Wagner

UNLIKELY, IN MY VIEW, GIVEN THE COMPETITION (44):
Adams, Ansari, Appell, Bartelt, Berger, Blasso, Cao, Chari, Collins, Cutts, Druger, Durrett, Ford, Francavilla, Gray, Green, Hovnanian, Johnston, Kholodenko, Lazreq, Macauley, Maddox, Morrow, Phan, Povinelli, Romano, Ruby, Schoch, Shannon, Shrey, Silvestri, Sivertz, Skindrud, Smith, Southwell, Spevak, Streets, Strong, Supronowicz, Thornton, Twigg, Voon, Winters-Hilt, Wright

S 000492

From: Susan Funk
To: SBENKA, JBARKER, GCOLLINS, PELLIOT, TFEDER, CHARRI...
Date: 24 Apr 1997 (Thu) 10:46
Subject: Q&A Staff Meeting

will be held on Wednesday, 30 April, 3rd Floor Conference Room, starting at 11:30am. All are invited and attendance is voluntary; please note this one-time change from Tuesday to Wednesday.

Susan

S 000493

From: Stephen Benka
To: ALL-PT
Date: 21 Apr 1997 (Mon) 15:48
Subject: Staff meeting at 10:30 Tuesday

To all PTers,

We will have a brief general staff meeting tomorrow, Tuesday, 22 April, at 10:30am in the third floor conference room. I want to talk about our production schedule and deadlines (yes, again).

Immediately following that, those who want to stay and discuss our impressions of the three candidates that we interviewed are invited to do so. I have reserved the conference room until noon.

--Steve

Retracted threat.

S 000494

From: Stephen Benka
To: ALL-PT
Date: 10 Apr 1997 (Thu) 17:22
Subject: Candidates meeting

Let's gather at 1:30 pm in our little library. The conference rooms are all booked with advisory committees. Thanks.

--Steve

S 000495

From: Toni Feder
To: ACP.ACPGate("bgl@worldnet.att.net", "jak@interport...
Date: 10 Apr 1997 (Thu) 14:04
Subject: editor candidates -Reply

Steve,

I'd like to attend the meeting tomorrow. Late morning may not be so good for me, as I am supposed to contact someone regarding a story.... So my preference would be afternoon. If the meeting is scheduled for the morning, I will still try to come.

Thanks,
Toni

S 000496

From: Stephen Benka
To: editors
Date: 22 Nov 1996 (Fri) 21:29
Subject: job search

You can find applications for our editorial opening in my office, on the middle shelf of the bookcase nearest the window. There are two groups: "possible" and "uh-uh." Currently, the former pile is much larger than the latter. The goal is to reverse that.

Applicants either applied to our recent ad or were already in my files and are reasonable candidates. My first thoughts on each of them are included below. I invite you to add yours.

We will surely get many more applicants, from the ad in the December PT, the listing with NSWA, and other avenues I am exploring. After we've had our first thoughts on all of them, we get second, third, and fourth thoughts, with possible phone calls involved. That should get us to a short list for personal interviewing.

Let's get the best.

--Steve

EDITORIAL: Physics Today, a monthly magazine produced chiefly by and for physicists, is seeking to fill a midlevel editorial position. The principal-but not exclusive-responsibility of the new staff member will be to edit feature articles on a broad range of physics-related technical and nontechnical subjects. The job will involve extensive contact with the physics community and with the in-house staff to produce a quality-driven, deadline-bound monthly magazine. An applicant should have a degree in physics, and editorial experience is desirable. Send your résumé and an informative cover letter to

Belkora, Leila - possible, PhD in Astrophysics, editor at Fermilab (SB);

Blaso, Leonard - possible, lots of experience (SB);

deGrazia, Chris - possible, BA in physics, editing experience (SB);

Dharmaraj, Ramola - possible, BS in physics, editing/writing/teaching experience (SB);

Durrett, Derrell - possible, PhD in physics, recommended by Ray Ladbury (SB);

Forbes, Nancy - possible, MA in physics (SB, via Phil Schewe);

Forman, Richard - possible, strong physics background, editorial board of RSI but did he edit? (SB);

Francavilla, Laura - possible, BA in physics, getting master's in EE, literate (SB);

Johnson, Jhonda - not enough physics (SB); UH-UH

Joswick, John - possible, may have equivalent of physics degree, editing experience (SB);

Kellett, Andy - possible, BS Eng. Physics, magazine editorial experience (SB);

Macauley, Ian T. - UH-UH too expensive, Pulitzer Prize nominee (SB);

McGuire, Nancy - possible, PhD in solid state chemistry (where PT is weak), some editing experience (SB);

Pittalwala, Iqbal - possible, PhD in atmospheric science, MFA in writing (SB);

Phan, Paul - UH-UH could be good proofreader/copyeditor, but has no physics for this position (SB);

Shannon, Daniel - possible, BS in physical science, some magazine experience (SB);

Shrey, Travis - possible, recent BS in physics (SB);

S 000497

Skindrud, Erik - no physics, would rather write (SB);

Southwell, Karen - possible, working on PhD, motivated for communicating science (SB);

Thornton, Leslie - UH-UH no physics (SB);

Wright, Aaron - UH-UH only minored in physics, clunky writing ("everything I desire to be striving for") (SB);

From: Jean Kumagai <jak@interport.net>
To: Jeff Schmidt <jschmidt@aip.acp.org>
Date: 4 Feb 1997 (Tue) 13:18
Subject: Re: interviewees -Reply

Hi, Jeff

It looks like both were probably in the office -- one arrived Dec. 12, the other on Nov. 14. I told Toni to look at those two too. She'd already seen Dark's resume and thought she was a good candidate.

Here's what I think I'll send Steve -- does it look ok?

Steve,

Last time I was in Maryland I looked through some of the resumes -- I think I saw all of the ones in the the reject folder and some of the "other good candidates". Among the latter, I thought Marta Dark and Ramola Dharmaraj looked particularly good; I recommend that they be brought in for interviews.

S 000499

Received: from [207.38.249.147] (ts5port67.port.net [207.38.250.67])
by york.interport.net (8.8.4/8.8.4) with SMTP
id NAA25643; Tue, 4 Feb 1997 13:18:17 -0500 (EST)
Date: Tue, 4 Feb 1997 13:18:17 -0500 (EST)
X-Sender: jak@pop.interport.net
Message-Id: <v01530506af1ce5cfbaef@[207.38.249.147]>
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
To: Jeff Schmidt <jschmidt@aip.acp.org>
From: jak@interport.net (Jean Kumagai)
Subject: Re: interviewees -Reply
Cc: jak@interport.net

S 000500

From: Jeff Schmidt <jschmidt@aip.acp.org>
To: ACP.ACPGate("jak@interport.net")
Date: 4 Feb 1997 (Tue) 13:29
Subject: Re: interviewees -Reply -Reply

J --

Yes, I think that's good.

-- J

CC: ACP.AIP(jschmidt)

S 000501

Received: from ACP-Message_Server by acpgate.acp.org
with Novell_GroupWise; Tue, 04 Feb 1997 13:30:56 -0500
Message-Id: <s2f73a10.067@acpgate.acp.org>
X-Mailer: Novell GroupWise 4.1
Date: Tue, 04 Feb 1997 13:29:01 -0500
From: Jeff Schmidt <jschmidt@aip.acp.org>
To: jak@interport.net
Cc: jschmidt@aip.acp.org
Subject: Re: interviewees -Reply -Reply

S 000502

From: Jean Kumagai <jak@interport.net>
To: Jeff Schmidt <jschmidt@aip.acp.org>
Date: 4 Feb 1997 (Tue) 14:52
Subject: Re: interviewees -Reply -Reply

thanks, j

-- j

S 000503

Received: from [207.38.249.147] (ts4port26.port.net [207.38.249.154])
by york.interport.net (8.8.4/8.8.4) with SMTP
id OAA00449 for <jschmidt@aip.acp.org>; Tue, 4 Feb 1997 14:52:35 -0500 (EST)
Date: Tue, 4 Feb 1997 14:52:35 -0500 (EST)
X-Sender: jak@pop.interport.net
Message-Id: <v01530509af1cfdde6156@[207.38.249.147]>
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
To: Jeff Schmidt <jschmidt@aip.acp.org>
From: jak@interport.net (Jean Kumagai)
Subject: Re: interviewees -Reply -Reply

S 000504

From: Toni Feder
To: jak, JSCHMIDT
Date: 30 Jan 1997 (Thu) 7:56
Subject: good morning

Hi Jean,
just a short note. First- good morning. ALSO, I know Marc Hornbostel (sp?), who is on Steve's intermediate list. He is sharp, independent, not very sociable, and might be a great candidate....
Toni

S 000505

From: Toni Feder
To: jak, JSCHMIDT
Date: 30 Jan 1997 (Thu) 11:39
Subject: draft

Steve,

Thanks for your message. Glad to see that the search is moving forward. I would like to have time to talk with perspective colleagues.

How about if before visits, those who are interested sign up for 20 minute slots to interview candidates. You could put a list on the wall with possible times.

Thanks.

Jean: do you think we should say more explicitly that staff should play a larger role?
(this will be copied to all)

S 000506

From: Jean Kumagai <jak@interport.net>
To: Toni Feder <tfeder@aip.acp.org>
Date: 30 Jan 1997 (Thu) 12:08
Subject: Re: draft

Hi, Toni

This looks good. Some comments below. I think the request makes it explicit enough that the staff should play a larger role. If steve balks at the proposal, we can argue the point then. (For example, we could appropriate the "team" idea from Charles's memo to Rigden.)

Jean

>Steve,
>
>Thanks for your message. Glad to see that the search is moving
>forward. I would like to have time to talk with [INTERVIEW? -- benka used
>the word "talk" but we want something more formal]perspective colleagues.
>
>How about if before visits, those who are interested sign up for 20
>minute slots to interview candidates [add "individually"?]. You could put
>a list on the wall
>with possible times. [add "Off-site staff members could conduct phone
>interviews."
>
>Thanks.
>
>Jean: do you think we should say more explicitly that staff should play a
>larger role?
>(this wil be copied to all)

CC: ACP.AIP(jschmidt)

S 000507

Received: from [207.38.250.30] (ts5port30.port.net [207.38.250.30])
by york.interport.net (8.8.4/8.8.4) with SMTP
id MAA18133; Thu, 30 Jan 1997 12:08:45 -0500 (EST)
Date: Thu, 30 Jan 1997 12:08:45 -0500 (EST)
X-Sender: jak@pop.interport.net
Message-Id: <v01530501af163d11c9f9@[207.38.249.17]>
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
To: Toni Feder <tfeder@aip.acp.org>
From: jak@interport.net (Jean Kumagai)
Subject: Re: draft
Cc: jschmidt@aip.acp.org, jak@interport.net

S 000508

From: Toni Feder
To: ACP.AIP(BLEVI, BSCHWARZ, CHARRIS, CLUCAS, EPLOTKIN...
Date: 30 Jan 1997 (Thu) 18:45
Subject: interviews -Reply -Reply

Steve,

Just to let you know, I have looked at some of the resumes, and want to look at them all more carefully. But I won't chance before the middle of next week.

Toni

S 000509

S 000510

Received: from LOCALNAME ([207.147.208.180]) by mtigwc02.worldnet.att.net
(post.office MTA v2.0 0613) with SMTP id AAA23988;
Fri, 31 Jan 1997 15:44:16 +0000
X-Sender: bgl@postoffice.worldnet.att.net
X-Mailer: Windows Eudora Light Version 1.5.2
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
To: sbenka@aip.acp.org,glubkin@aip.acp.org,gcollins@aip.acp.org,
charris@aip.acp.org,clucas@aip.acp.org,wkornber@aip.acp.org,
jak@interport.net,bschwarz@aip.acp.org,rladbury@aip.acp.org,
tfeder@aip.acp.org,goodwin@aip.acp.org,jschmidt@aip.acp.org,
eplotkin@aip.acp.org,PELLIOT@aip.acp.org,bgl@worldnet.att.net,
rwehrenb@aip.acp.org,jbarker@aip.acp.org
From: Barbara Levi <bgl@worldnet.att.net>
Subject:
Date: Fri, 31 Jan 1997 15:44:16 +0000
Message-ID: <19970131154407.AAA23988@LOCALNAME>

S 000511

From - Sat Feb 28 14:49:45 1998
Received: from plano.sff.net (plano.greyware.com [207.55.146.51])
by po2.wam.umd.edu (8.8.8/8.8.7) with SMTP id QAA15301;
Thu, 26 Feb 1998 16:28:20 -0500 (EST)
Received: from GPC.acp.org (unverified [149.28.227.130]) by plano.sff.net
(EMWAC SMTPRS 0.83) with SMTP id <B0000204744@plano.sff.net>;
Thu, 26 Feb 1998 15:27:22 -0600
Message-Id: <3.0.1.32.19980226162629.0068bf24@pop.sff.net>
X-Sender: gpc@pop.sff.net (Unverified)
X-Mailer: Windows Eudora Light Version 3.0.1 (32)
Date: Thu, 26 Feb 1998 16:26:29 -0500
To: gpc@sff.net
From: "Graham P. Collins" <gpc@sff.net>
Subject: job descriptions
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
Status:
X-Mozilla-Status: 0005
Content-Length: 835

I would like to know if you have a job description that includes:

-- references such as "so as to meet deadlines" in sections relating to editing of articles or reporting and writing of news stories

-- "ability to meet deadlines" as one of the qualifications for the job

-- "ability to work well with others, both inside and outside the magazine" as one of the qualifications for the job

I'm also interested in when (approximately) such phrases were added to your job descriptions, or if they have always been present.

If you do not wish to give me this information, simply let me know that. I will treat the information as confidential. I think I've set the header of this e-mail so that you don't have to worry about accidentally copying your reply to everyone I've contacted when you hit "reply."

-- Graham

S 000512

From: Jean A. Kumagai <jak@interport.net>
To: ACP.AIP(JSCHMIDT)
Date: 9 Jan 1998 (Fri) 12:04

hi, here it is

@hed2 = White Male Physicist Champions Workplace Diversity
@initial = Sexual harassment, racial bias, reverse discrimination, the angry white male, the corporate <169>glass ceiling<170><|>.<|>.<|>. At times it seems like the problems of living in a diverse society grow more intractable each day. Can't we all just get along? Yes, we can, says John E. Foley, an expert on diversity and ethics in the workplace. Being a white male physicist, and a 24-year veteran of Los Alamos National Laboratory, he knows he's an unlikely champion of such causes. But he seems to relish that image and uses it to encourage others. In presentations for community groups, government agencies and private corporations, and in papers like the provocatively titled <169>Beyond Bashing: A White Male Manager's Inquiry into Diversity and Justice,<170> he outlines the evolution in his own thinking, from denying that there was a problem, to making a personal commitment to work for change. Trained in physics and nuclear engineering, Foley joined Los Alamos in 1969, after earning a PhD from the University of Arizona. He worked on nuclear reactor safety and nuclear safeguards, developing techniques for measuring nuclear materials in compliance with the Non-Proliferation Treaty, and he spent a year at the International Atomic Energy Agency in Vienna. Moving up through the Los Alamos ranks, by the early 1980s, he was leading a 60-person group. It was then that Foley began to realize <169>there's more to science than just science, that you could do better science by setting up a healthier environment for people.<170>
Foley's career took an abrupt turn in 1986, when he was named the lab's first director of human resources. <169>That was a real shock to my system,<170> he recalls. Almost immediately, <169>I had this long line of people coming to me, saying they were afraid to speak up or make a comment for fear they would pay a price somehow.<|>.<|>.<|>. I thought, How can you have a world-class organization when you've got so much fear?<170>
With the best intentions, Foley still floundered in his new role, and before long, he felt <169>under siege, from everyone and from every direction.<170> He expressed that growing frustration in <169>Foley's Law<170>: If you are a white male who is involved in diversity programs, you'll eventually have the women and minority leaders mad at you, because you cannot do enough to help their causes; you'll eventually have the white male managers mad at you, because you threaten their traditional world; therefore, you'll eventually fail.
Desperate for answers, he attended endless seminars and conferences and read <169>every management book I could get my hands on.<170> A major, if unexpected, influence was Sissela Bok's <mi>A Strategy for Peace<d>, an ethical discourse on building trust among nations. <169>When I substituted the word 'countries' with 'company,' I realized it described what was going on at the lab,<170> says Foley.
Another breakthrough came in October 1990, when he met Lillian Roybal Rose, a specialist in <169>cross-cultural awareness training.<170> She encouraged Foley to examine his own subtle racist and sexist attitudes, and she pointed out how his attempts to <169>help<170> women and minorities, though well-intentioned, were patronizing, and therefore doomed. <169>You must fight racism and sexism for yourself, not for me,<170> she told him. <169>You fight them because of what you lose if you don't<197>genuine human connections and relationships, your humanity, your authenticity. Help yourself, not me.<170>
Back at Los Alamos, Foley began giving short talks to fellow managers and employees, incorporating what he had learned from Roybal Rose, Bok and other sources. Then in 1993, he took early retirement, a move that allowed him to continue his inquiries into ethics and diversity. <169>It's fascinating stuff,<170> he says. <169>I'm continually seeking out models, looking for mental pictures to explain what goes on.<170> Many scientists overlook or discount the <169>people stuff,<170> he says, and that's unfortunate, because <169>a lot of the people stuff is not well thought out, and scientists are good thinkers.<170> His own grounding in physics has been extremely helpful, Foley says, in <169>looking at the chaos of the workplace and seeing where the patterns are.<170>
@x = Some get it, some don't
@1stpara = Virginia Smith, an environmental scientist at ICF Kaiser Engineers, recalls the first time she heard Foley speak: <169>It was revolutionary<197>it was the first time that I heard a white man, a member of the dominant culture, articulate these things.<170> Although she had previously considered many of the issues he raised, she credits him with, among other things, helping her <169>move away from looking at the world through the eyes of a victim.<170> Ironically, she says, among those who turn out for his lectures, the greatest resistance seems to come from Foley's own peers<197>older white men. <169>You see these looks of incredulity cross their faces,<170> she says. <169>Like, Am I really hearing what I think I'm hearing?<170>

S 000513

Foley guesses that in a typical audience, <169>maybe a third hate what I'm saying, a third like it, and the rest are on the fence.<170> Nor does he aim for instant results. <169>People aren't going to wake up one day and suddenly be enlightened. It's only going to happen by lots of people chipping away at these problems.<170> Examining one's prejudices <169>is not something most people want to do,<170> notes Michael Lucero, Los Alamos's current director of human resources. The perspective Foley offers is <169>very powerful, very relevant,<170> he says. <169>Certainly anyone listening would be forced to look at themselves, maybe with a different mirror than they'd used before.<170>

Taking Foley's workshops <169>really opened my eyes,<170> says John Viechec, a technical manager at Los Alamos. He never considered himself racist or sexist, and yet, he says, <169>there were many times when I felt out of place<170> in dealing with people from different backgrounds. <169>It's so easy to offend someone<197>honestly, the slightly thing.<170> He now appreciates people's differences, and adds <169>I don't feel as awkward as I once did.<|>.<|>.<|>. I'm trying to be a better person, that's really what it's all about.<170>

@signature = J<MSB>EAN K<MSB>UMAGAI<d>

@mug = J<msb>OHN E. F<msb>OLEY<d>

S 000514

Received: from amsterdam.interport.net ([199.184.165.9])
by ACPGate.acp.org (GroupWise SMTP/MIME daemon 4.1 v3)
; Fri, 9 Jan 98 12:04:35 EST
Received: from [207.237.104.35] (usrts2p71.port.net [207.237.105.71])
by amsterdam.interport.net (8.8.5/8.8.5) with SMTP id MAA22825
for <jschmidt@aip.acp.org>; Fri, 9 Jan 1998 12:04:07 -0500 (EST)
Date: Fri, 9 Jan 1998 12:04:07 -0500 (EST)
X-Sender: jak@pop.interport.net
Message-Id: <v01530508b0dbc34659d9@[207.237.104.35]>
Mime-Version: 1.0
Content-Type: text/plain; charset="us-ascii"
Content-Transfer-Encoding: quoted-printable
To: jschmidt@aip.acp.org
From: jak@interport.net (Jean A. Kumagai)

S 000515

Proposals for discussion at Physics Today retreat

The following is in the spirit of Steve's invitation to put our concerns "on the table." Based on discussions among the staff, some of us have come up with this list of possible items to be discussed at the retreat. The theme of these proposals derives from the main points raised by the Physics Today advisory committee: openness, staff empowerment and editorial efficiency. These proposals address issues that are very important to at least some of the staff, and they are intended to provide a basis for discussion. Each proposal is subject to adoption, modification or rejection during the retreat. PLEASE ADD TO THE LIST.

1. Agreement that we want to keep all the present staff members.
 - Security is a prerequisite for speaking freely, sharing ideas and experimentation.
2. Openness.
 - Recognize that all staff members are legitimately concerned about all aspects of the magazine -- both content and process.
 - Proposed changes in magazine's content or process should be announced to the staff and discussed. (Examples: short feature articles, merging of departments.)
 - Make letters to the editor available to all staff.
3. Volunteer reporters -- a staff-based information system.
 - Reporter gathers and disseminates information on progress toward agreed-upon goals. Not intended to replace management's information system. (Example: reporting on progress toward hiring someone to categorize books.)
4. Problem resolution: Editorial and other.
 - Editorial judgment: Burden of proof on critic.
 - In disputes, editors are encouraged to consult others on staff.

5. Distribute work according to staff interest.
 - Adjust job descriptions of yet-to-be-hired editorial and secretarial staff members based on current staff interests.
6. Physics Today management should act in a way that leads staff to see them as their advocates rather than as the local representatives of higher management.
 - Advocates in editorial controversies.
 - Advocates in annual reviews.
7. Voluntary staff participation in hiring.
 - Participate in writing job advertisements.
 - Examine resumes.
 - Talk to candidates.
 - Offer recommendations.
8. Take affirmative action to increase diversity of Physics Today staff.
9. Allow staff to solicit outlines for articles.
10. No need for detailed schedules.

From: Stephen Benka
To: ALL-PT
Date: 15 Nov 1996 (Fri) 10:37
Subject: Upcoming Retreat

TO: All PT Personnel
FROM: Steve Benka
DATE: November 15, 1996
SUBJECT: Retreat

Each of us has work-related concerns, ideas, complaints, and suggestions for change at *Physics Today*. Yet these concerns, ideas, complaints, and suggestions (CICS) are often unvoiced or unheard, which means they are also undiscussed in any productive way.

Our impending retreat provides us with an excellent opportunity to put our CICS "on the table" and begin to examine them honestly. I invite each of us to reflect on our own CICS, and present them openly at the retreat. Anything related to *Physics Today* is fair game: its management, structure, procedures, content and appearance, your role or department, and so on. Jotting them down may be helpful. Don't be bashful. The only repercussions from an honest dialog amongst ourselves will be improved understanding of (and by) everyone involved. My preference is that we focus on issues within our control, rather than issues such as AIP management over which we have no control.

I would like to devote Wednesday morning to our individual CICS, and propose to run it conference-style, with 15 minutes allowed for each person to speak, followed by 5 minutes for clarifying questions but no discussion. The order will be determined by drawing names from a hat. I will have a timer, and someone else will monitor it when my name is drawn.

I am grateful for this opportunity, and deeply appreciate everyone's participation.

I suggest the following format:

Tuesday evening --- Dinner, Speech by Charles, Distribution of Advisory Committee Report (currently in the mail).

Wednesday morning --- 15-minute presentations by each individual

Wednesday afternoon --- Free-form group discussion of global concerns, ideas, suggestions & models.

From: Jeff Schmidt
To: all-pt
Date: 30 Jan 1997 (Thu) 18:33
Subject: Interviews

I, too, would like to interview the candidates. We approved such interviews at the retreat.

Jeff

S 000519

From: Stephen Benka
To: ACP.AIP(BLEVI, BSCHWARZ, CHARRIS, CLUCAS, EPLOTKIN...
Date: 30 Jan 1997 (Thu) 18:36
Subject: interviews -Reply

Toni,

I agree that you, and anyone available, should meet the candidates and interact with them, but I think formal interviews with candidates need to be limited. Certainly some training is needed, given the litigious nature of our society and the fact that only one candidate will ultimately be selected. Everyone's input is desirable, but everyone's role is not the same. We can continue to discuss this, but I need your help now with the resumes.

--Steve

S 000520

From: Toni Feder
To: all-PT
Date: 30 Jan 1997 (Thu) 18:14
Subject: interviews

Steve,

Thanks for your message. Glad to see that the search is moving forward. I would like to have time to talk with prospective colleagues.

How about if before visits, those who are interested sign up for 20 minute slots to interview candidates individually. Off-site staff members could conduct phone interviews. You could put a list on the wall with possible times.

Thanks.
Toni

S 000521

5 November 1997

Marc,

Thank you for asking me to meet with you today about my statement to the Physics Today advisory committee that the magazine has failed to live up fully to its claim that it is an affirmative-action employer.

I am taking this opportunity to outline the history of the issue at the magazine and to discuss the important difference between equal opportunity and affirmative action.

At a November 1996 Physics Today meeting, some of us on the staff raised the issue of affirmative action and the lack of diversity at the magazine. Several weeks earlier, one of the Physics Today editors had submitted his resignation, thus presenting us with an immediate opportunity to work toward correcting the problem. At the meeting, I said I would help monitor the situation in the future, as did Jean Kumagai, who is the only minority among the 18 individuals who work at Physics Today.

On 14 April 1997 the Physics Today staff learned that out of the 85 applicants for the editorial opening at the magazine, three had been selected to come in for interviews -- all white males. Among the 85 applicants were a number of potentially qualified minorities and women. Jean and I argued that if Physics Today were truly committed to affirmative action, it would also bring in some of these applicants. That could have been done easily, but Charles Harris and Steve Benka refused, saying that it was not worth the delay of a week or so that it would cause. We felt that this revealed Physics Today's priorities (and AIP's, too, because Charles had told us that he had discussed the institute's affirmative action policy with Terri Braun after the November 1996 staff meeting), and that affirmative action clearly was low on the list.

The decisive factor turned out to be that while Charles believes in equal opportunity, he does not believe fully in affirmative action. He told me, for example, that he would not hire a minority who is qualified to do the job unless that individual was more qualified than all 84 of the other candidates. Such a policy can lead to an all-white staff even though many minorities are qualified to do the work. For reasons outside of our immediate control, qualified minorities are less likely to have credentials beyond those needed to do the work. Thus, the qualified minorities are passed over in favor of white applicants who have such superfluous credentials. The result is a staff that doesn't look like the population of people who are qualified to do the work. Thus the Physics Today staff does not look like the physics community, the journalism community, the Washington community or the nation as a whole. As long as Physics Today fails to embrace affirmative action, minorities will continue to be in the subset of applicants

deemed qualified to do the job, but rarely among those actually hired. Thus "equal opportunity" amounts to a de facto "whites only" hiring policy at Physics Today. Historically, affirmative action was instituted to overcome this shortcoming of equal opportunity.

Charles also told me that staff diversity is of no value to the magazine -- except to make the office a more interesting place to work. Therefore the fact that a particular job candidate would contribute to the diversity of the staff counts for nothing, he said.

My own concern about affirmative action at Physics Today was heightened when AIP and the magazine relocated from New York City to College Park four years ago. To fill the editorial openings created by the move, the magazine hired three individuals, all white males -- Ray Ladbury, Denis Cioffi and Steve Benka. None of the three had any journalism experience, but the magazine was willing to train them. (One could view this as an affirmative action program for white males.) If the magazine is willing to hire and train potentially qualified whites, then why not do that for minorities, too?

The managers at Physics Today made two token gestures in response to the pressure that we applied: They told a few organizations of minority scientists about the job opening, and, after they filled the position with a white male, they phoned a few of the minorities whom they had judged to be "promising candidates."

Ever since my disagreement with Charles over affirmative action at Physics Today, he has treated me a little bit like an unwelcome troublemaker. You should be able to verify any point that I have made in this note without attributing it; by doing it that way, you can avoid exacerbating this problem.

Jeff

27 April 1998

To: Theresa Braun, Director of Human Resources, and James Stith, Director of Physics Programs, American Institute of Physics

From: Jeff Schmidt, Senior Associate Editor, Physics Today

Subject: My 1998 performance review

I am writing to ask that my 1998 performance review be redone. Physics Today editor Stephen Benka wrote the review under the direction of Physics Today publisher Charles Harris. I discussed the review with Benka, who, after consulting with Harris, refused to make any of the revisions that I requested. Therefore I am appealing to you to produce a new review.

The review was not conducted in accord with American Institute of Physics policy or procedures, and the result is not a fair assessment of my work as a feature articles editor at AIP's Physics Today magazine. I am asking you to produce a new review not just in the interest of accuracy, but also as a necessary affirmation that in the future the American Institute of Physics will treat its employees fairly.

The review lowers my performance rating from last year's "4" ("Exceeds Job Requirements") to a "3" ("Meets Job Requirements") even though this year I did more work and more innovative work. Producing feature articles for the monthly magazine is a team effort, and I think that the many staff members with whom I work will testify that my work is better than average.

The biased review that I received is punishment for my organizing activity at the magazine. It is one of a number of recent reprisals for -- and moves to stop -- such activity, in which I have played a leading role in the interest of both the magazine's staff and the physics community. The central retaliatory feature of the review is that it makes what it admits are "new demands," which amount to a sharp increase in my workload.

I have had 17 performance reviews since I began working at Physics Today in March 1981, but until now I have never needed to write a response to one. This time, however, not only is the review inaccurate, but my supervisor, editor Benka, presented it to me with the attitude that performance reviews at AIP are not done with employees, but are done to them. This violates both the letter and the spirit of AIP policy. He acted as if he were not permitted to change the review in any significant way, and so his discussion of its contents was only pro forma.

In this memo I will first describe some of the ways in which the review is inaccurate, and then I will explain how

S 000524

it is a reprisal for my organizing activity and part of a series of recent attempts to stop me from engaging in any further collective activity at the magazine.

Review inaccurate

I will go over every sentence of the performance review and show how the review plays down or completely leaves out my accomplishments while contriving deficiencies and playing them up. The review has four sections: three sections focusing on my major areas of work responsibility and one section of additional comments.

Article editing

Concerning my article editing work, the review states that "Jeff's articles are generally ready on time and are often early." This plays down my accomplishments and does so deliberately, because management keeps records of deadlines and work-completion dates and is fully aware of what I have done in this regard. The words "generally ready on time" must be changed, because my articles were always ready on time and never delayed an issue of the magazine. And the words "often early" must also be changed, because my articles were almost always early and were often very early.

This is not to say that management can reasonably hold me responsible for the final completion dates of the articles that I work on. They cannot, because the publication process depends upon the work of the magazine's editor and many coworkers, over whom I have no authority. What my review should note is that I always did my part as fast or faster than can reasonably be expected, and certainly much faster than average. At one point during the year, for example, I had two feature articles ready to go to the printer more than a month before the deadline (discussed further in the following two paragraphs). As far as anyone can remember, this had never been accomplished before at Physics Today. My articles came close to the deadline only when the editor failed to meet his deadline for obtaining the articles and giving them to me to edit. I ask that you rewrite this part of my performance review and increase the numerical rating to reflect the resulting more accurate appraisal. I am asking you to do this not just to make my review more accurate, but also to assert that it is not AIP policy to begrudge an employee praise when it is due, even if AIP has a grudge against that employee.

On the issue of deadlines, I would like AIP to use its own performance as the standard for comparison. AIP gave me my performance review more than five weeks late, missing its mid-February deadline and then not even completing the review by the middle of the following month. Benka dated my review 12 March, signed it on 23 March and gave it to me on 24 March.

One big reason that I did more work this year than last year was because management stated that it wanted the magazine to have a backlog of feature articles that were edited and completely ready to be sent to the printer. I supported this goal and produced such articles, but this unprecedented accomplishment is not mentioned in my performance review. Management is fully aware of my accomplishment, as evidenced by the fact that they praised it at a staff meeting.

Working way ahead of the deadline has the potential advantage of avoiding some major inefficiencies (described in the following paragraph), but doing so turned out to involve extra work, because although management asked for and praised the result, they did not support the effort while it was underway. It was left to me to bring about the changes in the workplace necessary to work ahead. The editor consistently maintained a crisis mentality, always giving priority to work for the next issue -- which he always worried would be late -- over work for future issues. Because the work of most employees on a forthcoming issue doesn't end until around the time that the issue goes to press, the editor, with his crisis priorities, never deemed it reasonable to work on later issues. I was able to accomplish management's goal of completing work ahead of schedule only by working directly with the staff team that actually does the work (Rita Wehrenberg, editorial assistance; Paul Elliott, copy editing; Elliot Plotkin, art work; Judy Barker, proof reading; Carol Lucas, photo permissions), and carefully avoiding coming to the overly insecure editor with questions of work priority. I ask you to add this accomplishment to my performance review and raise the numerical rating to reflect the resulting less biased appraisal. I ask you to do this not only to make my performance review more accurate, but also as a way of saying that AIP does not condone biased appraisals of employees.

Another big reason I did more work this year was the inefficiency caused by the magazine's periodic exhaustion of its supply of feature article manuscripts that are ready to edit for publication. It is Benka's responsibility to obtain articles for the magazine. The shortage of articles resulted in a very uneven work flow and forced me to edit some articles close to the deadline, which often meant editing in parallel with the author's making revisions. It is easy for the editor to say "just work in parallel," but such work often necessitates reediting material that the author changes and discarding edited material that the author removes, and a host of other problems. The shortage of articles led me to write to the editor in the middle of the year asking for more work. (See attached memo of 18 August 1997.)

S 000526

The numbers given in the performance review are all wrong. The review says that this year I "was asked to produce 16-18 articles." In fact, the agreed upon rate was initially 16 per year, not "16-18," the precise meaning of which is not at all clear since there presumably is no upper limit. Benka and I later in the year agreed to reduce the annual rate to 14 and increase the amount of work that I do in areas other than editing, yet the number "14" never appears in my performance review. I ask you to correct this.

As far as the article editing part of my job goes, my production rate is supposed to be measured by the number of articles published in the magazine in the issues March 1997 through February 1998, as is written at the top of the review form. During that year I edited 13 articles (Mahan, Ferguson, Crabtree, Crowley, North, Parsegian/Austin, Harris, Soulen, Libicki, Perl, Ross, Riordan, Mourou), one of which (the Parsegian and Austin combination article) should count as more than one because making it happen involved a lot of extra work. (More about that article below.) Although this is less than the agreed upon goal, it should be deemed acceptable because of the shortage of articles (AIP should not hold employees responsible for doing work that is not available to do) and because of the extra work caused by that shortage and by management's lack of support for working ahead. Please correct the accounting in this part of the review.

The review gives an incorrect reason (a personal reason) for the mid-year change in my job description. The reduction in my article editing goal from 16 to 14, and the corresponding increase in my work following up with authors on articles that have been solicited, was prompted by the magazine's shortage of articles. On 18 August 1997 I gave Benka a note (attached) asking for more articles to edit. On 19 August 1997 he answered with a very defensive note (attached) blaming me in part for the magazine's shortage of articles and at the same time denying that there was any such shortage. He claimed that I was in part to blame, because following up on solicited articles was part of my job. On the same day (19 August 1997) Benka secretly altered my job description, adding truth to his claim that solicitation follow-up was a significant part of my job. When I discovered the change, he and I discussed it and I agreed to make solicitation follow-up a bigger part of my job. I asked him to write me a note saying that my job description had been changed (see 25 August 1997 note from Benka, attached).

The change in my job description, while made official in the middle of the year, should be considered retroactive to the beginning of the year, because the problem it addressed was long-standing and I had long before addressed it on my own: The shortage of articles to edit had already

led me to shift some of my work from editing to solicitation follow-up. Solicitation follow-up is an area in which I make valuable contributions to the magazine. This often time-consuming work includes giving feedback to authors and working closely with them to develop greatly improved articles for the magazine.

Finally, on 2 September 1997 I gave Benka a note (attached) explaining that solicitation follow-up was not the weak link in the magazine's feature article operation. That note, the contents of which Benka never disputed, is an important part of this appeal about my performance review, and as such, I ask you to read it. Please remove from my performance review the incorrect reason given for the change in my job description, and add a statement concerning the magazine's shortage of articles, because it played a crucial role in my work last year.

My work on the Parsegian/Austin combination article is one of many examples of how my performance review leaves out major contributions that I have made to the magazine (while carefully including minor, largely contrived, deficiencies). Physics Today was planning to publish in its July 1997 issue a manuscript by V. Adrian Parsegian of the National Institutes of Health, but the article received a highly negative appraisal from the magazine's external reviewer, Robert H. Austin of Princeton University. This caused a crisis, because the magazine had no article to substitute -- having completely run out of articles -- and because there was no time for Parsegian to make the extensive revisions that were called for by the reviewer.

Based on the nature of Parsegian's article, the nature of Austin's review and my confidence in the critical abilities of the magazine's readers, I suggested a solution: Publish the article and the review. This was unprecedented at Physics Today, but the editor followed my advice, in part because no other solution was apparent. I edited the combination article and review and handled the delicate and protracted negotiations between Parsegian and Austin, who did not trust each other. The solution was innovative, the result was outstanding and the magazine survived a crisis without damage. In fact, the result was better than it would have been had there been no crisis, because the crisis allowed the magazine to break with tradition. Yet the managers, who seem this year to have developed photographic memories for negative things (real or contrived), have completely forgotten about my special contribution to the magazine during the Parsegian crisis. I ask that my work on the Parsegian/Austin article be described on my annual review, as an example of my valuable advice and above-average work. And I ask that my numerical rating be raised to reflect the new, unbiased text.

You might think it strange that even though the review states that I edited enough articles during the year, it

lists the names of some articles that I didn't edit -- articles that were never assigned to me and that I was not expected to edit. That list appears on my performance review as a defensive measure by the editor -- to bolster his claim that under his editorship the magazine does not experience shortages of articles. Soliciting a sufficient number of articles for the magazine is the editor's job, and so the appropriate home for arguments that he has succeeded is the "Employee's Comments" section of his own performance review. Please remove the sentence and its negative connotation from my performance review. (For a discussion of how the list is not even what it claims to be, see the fourth paragraph of my memo of 2 September 1997.) Such lists do not appear on the performance reviews of other employees. The performance reviews of Physics Today news writers, for example, do not contain lists of the countless news stories that they could have written but didn't.

The review lists three articles that I edited (Perl, Crabtree/Nelson, Mourou) and claims that the quality of my work varied. In fact, because of my own standards I do a quality job on everything I do. There is, of course, no objective measure of the quality of editorial work. Articles are inherently different and hold a different appeal to different readers. In my performance review the editor implies that praise from authors is one measure, but he fails to note that we received praise from the authors of all three articles. Martin Perl, winner of the 1995 Nobel Prize in Physics, wrote to me and said "Thank you for changing my ugly duckling of a manuscript into a beautiful swan. You have done a wonderful job." I have attached a copy of his note along with a note from George Crabtree of Argonne National Laboratory praising our efficiency, competence and high production standards; Mourou delivered his praise in a telephone call.

It is true that the changes that Benka mentions making in the Mourou article were improvements that other staff members or the author might not have made at one of the later stages in the processing of the article. However, it is wrong to use this as the sole factor in judging the quality of work on the entire article, which would have been excellent even without Benka's improvements. And it is even more wrong to use it to judge an employee's entire year of work. Stephen Benka knows this. He knows, for example, that AIP management will not judge all of his excellent work on the Mourou article solely by the fact that he tried to introduce a mistake in the article's opening paragraph -- where he crossed out "30 angstroms" and wrote in "300 nm" and had to be corrected by the Article Editor. And he knows that his supervisors certainly will not judge his entire year of work in part by this mistake. He would see mentioning it on his annual performance review as petty, mean-spirited and sure to make team work impossible because it would give the impression that no error is too small for

the people that he works with to silently note and use against him months later. Please remove from my performance review the entire subjective sentence about the three articles.

Solicitation follow-up

Concerning my solicitation follow-up work, the performance review understates the quality of my work and rates me only slightly above average. The only activity mentioned is that I "regularly nudged authors and reviewers whose items were pending." This is actually the smallest part of solicitation follow-up work. The biggest part, at least for the articles that I work on, is giving detailed feedback to the author and working with the author to develop a much better article. I often go way beyond the call of duty, taking extra time to work closely with authors to improve the final result. I am prepared to supply written evidence showing that my work in this area is exemplary. Please change the review so that it more accurately portrays my work in this area, and raise the numerical rating from the present stingy "3.5."

Advice

Concerning the advice that I offer on editorial and other matters, my supervisors have suddenly (that is, within this review period) started looking for ways to prove that the advice I offer is bad. Coming up empty-handed, they have contrived two examples, one of which is a new, negative interpretation of advice I gave in an earlier review period. My 1998 performance review says, "Jeff's reviews of manuscripts have been completed more promptly than in the past, although they were somewhat less helpful." It is simply not true that my advice was less helpful this year. My comments on manuscripts often went beyond the minimum requirements and spelled out in detail what should be done to produce a publishable article.

As evidence that my advice is less helpful, the performance review gives only the following example, which is presumably my most deficient piece of work in this area for the entire year: "In his review of one Letter to the Editor, for example, he showed questionable judgement in his assessment of the physics competence of the authors of the Hubble Deep Field article (April '97)." There is absolutely no truth to this charge; its only value is that it reveals the bias of those who made it. I demand that my work on this letter be evaluated by an unbiased individual. James Stith, I would like you to be that individual, not because it is your job to handle appeals from Physics Today, but because your long-standing interest and expertise in physics education qualifies you to evaluate my work on this letter. All work on the letter was done in writing, and so you have a 100% complete record to review (attached). I challenge

you to find anything in my work on the letter for which I should be punished.

Here is a five-step summary of the facts of the case:

1. I edited an article by Henry Ferguson and two coauthors for the April 1997 issue of Physics Today.
2. Robert Weinstock, an emeritus professor of physics at Oberlin College, submitted a letter to the editor saying that he didn't understand how astronomers could look back more than half the age of the universe, as a photo caption in the article said. "This claim seems strange to me," wrote Weinstock, "for radiation emitted so long ago must have had its source so close to Earth at the moment of emission -- according to the generally assumed big-bang origin of the currently expanding universe -- that it would have reached Earth [long ago]." He ended his letter by saying that "If there is something wrong with my analysis, I shall be grateful to have it explained to me."
3. I thought Weinstock asked an intriguing question and that many of our readers would also be grateful for an explanation (and would value a magazine that gave them such explanations). Here, in its entirety, is my review of the letter: "I think a lot of our readers would appreciate an answer to the question that Weinstock raises. I suggest that we publish a shortened letter (see enclosed edited version) along with an answer from Ferguson." (The parenthetical words were part of my review.)
4. To my disappointment, the response from Ferguson and his coauthors was based completely on equations, with no explanation of what was going on. I wanted a physical explanation, not a mathematical one. So I recommended that we ask Ferguson & Co. for something very simple. Of course, as good science writers and teachers know, an explanation that is simple and without equations is sometimes much more difficult to produce. Sometimes when scientists don't have a Feynman-style intuitive understanding of a particular issue, they take refuge in equations. That is, sometimes authors don't understand the physics of every item that they report in their articles. I have encountered this countless times over the years while questioning authors so that I could clarify something in their articles. Sometimes they say: I don't know, my coauthor wrote that part of the article. Or they say: I don't know, I got that from So and So's paper in such and such journal. So in my review of Ferguson's letter I warned that this was one possible reason why we got only equations. I figured that if we were aware of this possibility, then we wouldn't go back to the authors again and again in a futile effort to get something that they were not prepared to supply. Here, in its entirety, is my review of Ferguson's letter: "Weinstock's question should get a physical explanation as an answer, not a

mathematical one like this. I say drop the mathematical one, don't just add the physical one to it. Perhaps ask Ferguson & Co. to write what they would say to a high-school student (or radio audience) who noticed this seeming contradiction. One possible reason that Fergie & Co. answered as they did is that they don't really understand the physics."

5. Benka rejected my suggestion that we ask Ferguson for a simple answer, and, ironically, punished me seven months later for not being fully confident that Ferguson could have provided such an answer. Because my advice was rejected, Physics Today readers ended up seeing no question from Weinstock and no answer from Ferguson.

You can see clearly now that while my performance review says, "he showed questionable judgement in his assessment of the physics competence of the authors," I in fact never made any assessment of the physics competence of the authors, positive or negative. Even if I had made such an assessment, the Physics Today managers did not and cannot accurately claim that the advice it led me to give was anything less than excellent. Their relentless search to find fault with my work, and their twisted and biased evaluations of my work when it contains no real fault, raise serious questions about their professionalism as managers and certainly disqualify them from judging my performance. If you judge that I did good work on the letter, as I claim, then I ask that my performance review mention that work as an example of my routine interest in serving the magazine's readers, and that the numerical rating on my review be raised to reflect the new, unbiased assessment. I ask AIP to make these adjustments not just to make my performance review more accurate, but more importantly as an urgently needed announcement that AIP will no longer use performance reviews to punish employees who raise troubling workplace issues.

As with every other part of my performance review, Benka refused to make any changes in this part of the review when I pointed out its inaccuracy. I asked him if he had any other examples of my supposedly bad judgment. All he could think of was something from an earlier review period: my suggestion that Physics Today try to get G. Pascal Zachary to write an article about Vannevar Bush. Zachary is a journalist -- one of the best in the country, I think -- as well as a history of science scholar. I had learned that he was writing the first ever biography of Bush, who was the first presidential science advisor and an individual who played a key role in shaping the federal science policy that prevailed for decades after World War II. After I proposed this article at a staff meeting, Physics Today publisher Charles Harris spoke about it with AIP history division postdoc Joel Genuth, a friend of Harris's at the time. I spoke with Genuth, too. Genuth advised against the article,

because Zachary was not a mainstream thinker -- quickly adding that he (Genuth) was "no slouch" and could write the article for Physics Today. At a subsequent staff meeting, I reported positive evaluations of my proposal from more established science historians and argued that our readers could handle Zachary's point of view. But Harris stuck with Genuth's review, and so that was the end of my proposal.

Now, more than a year later, during the discussion of my 1998 annual review, Benka has put a new, totally negative spin on my work on the Zachary proposal. To my surprise, when he mentioned my judgment in the Zachary case, Benka showed no sign of embarrassment, apparently completely unaware that Zachary's book was recently published to widespread praise and attention. The vast majority of books are not reviewed anywhere, but Zachary's Endless Frontier: Vannevar Bush, Engineer of the American Century (The Free Press, 1997) was both widely and positively reviewed by well-respected experts writing in major publications. (Please read the attached reviews.) Apparently, the official Physics Today line now is that Zachary managed to hoodwink major American publications and experts -- but not Physics Today. Again, because my advice was not followed, Physics Today readers missed out on what surely would have been an interesting article. Yet I am the one whose judgment is being questioned -- for reasons that I will explain below.

I ask that my performance review be corrected so that my judgment, and its value to the magazine, is discussed positively rather than negatively. I would like my work on the Zachary proposal to be mentioned as an example of the fact that I offer ideas of merit even though I am not expected to be a major source of article or story ideas. I ask that the numerical rating be raised to reflect the new positive evaluation, and that the rating be above average to reflect the fact that I offer more than the required advice. I request that AIP make this change not just to make my performance review more honest, but more importantly as an implied announcement that AIP will no longer prejudice performance reviews against employees who raise awkward workplace issues.

Additional comments

In the handbook that is given to all employees, the American Institute of Physics promises that the annual performance review will feature a discussion of "mutual goals." (Employee Handbook, page 18.) Without explanation, this year Benka followed neither the letter nor the spirit of this policy, and didn't even pretend to be interested in what direction I might want to go in my work at AIP. The discussion was unlike anything I have experienced in previous years. He simply announced a big change in my job description -- an increase in my workload by as much as

three months' worth of work per year -- and discussed it as if he were giving orders to a machine. Over the years my job description has changed many times (the most recent change being on 25 August 1997), but never by unilateral management dictate, without discussion and mutual agreement. For reasons that I will explain below, I think this change, and its unilateral imposition in violation of American Institute of Physics policy and usual practice, is punitive.

The written review accurately calls the change "new demands." But it inaccurately implies that other Physics Today staff members are meeting such new demands. My coworkers have experienced no such major increases in their workloads either voluntarily or by management order (except in one or two cases in which individuals have voluntarily renegotiated their job descriptions, job titles and salaries). My coworkers and I work hard and cannot reasonably be expected to take on additional work. Among my coworkers who have not stepped up their workloads are Gloria Lubkin, Barbara Levi, Bert Schwarzschild, Charles Day, Irwin Goodwin, Carol Lucas, Toni Feder, Jean Kumagai and Warren Kornberg.

The 25 August 1997 agreed-upon change in my job description reduced my article editing work to 70% of my time (14 articles per year) so that I could increase my work in other areas, which I have done. Now, just a few months later, AIP is using my performance review to arbitrarily increase my annual article editing load to 18 -- a 28 percent jump. The performance review also changes my job description to add a significant load of clerical work (keyboarding) to my job for the first time in my 17 years at the magazine. Other editors who work better on paper (for example, the book review editor and the copy editor) are not being told to change the way they work or to take on the associated clerical work. This clerical work, which includes keyboarding the dozens of changes made by the copy editor, could take as much as a few days per month, depending upon the article. It would lower the overall efficiency of work at the magazine, because the time spent on clerical work would, of course, reduce the time available to do other work such as article editing and article solicitation; instead of paying \$15/hour for clerical work, AIP would pay \$30/hour. Like many people, I do better work on paper than on a computer screen (and a long-standing back problem precludes long sessions sitting in front of the screen anyway). I ask that support staff be made available once again. Even if management had a valid reason for adding clerical work to my job, that reason cannot be a new one. What is new is that, for reasons discussed below, management has suddenly gotten "on my case" and is taking a hard-line on every issue.

In Benka's pro forma discussion with me about my performance review, he never asked about the direction in

which I would like to go on the job. If I were able to take on additional work, I would like that additional work to be somewhat different from what I am doing now, to provide some variety and to contribute to the magazine in a different way. When I explained this to Benka, he acted uninterested and reasserted his uninspiring, unilaterally developed plan for me, which is to do the same work, only a lot more of it.

Reprisal and repression

The American Institute of Physics is making a strong effort to prevent Physics Today staff members from pursuing workplace grievances in an organized way. Problems are to be discussed with managers on an individual basis only, we have been told. (Message transmitted to staff through warnings to Graham Collins and in other ways.)

Physics Today staff members have many legitimate concerns. Many believe, for example, that the company fails to provide conditions of employment appropriate for professionals. According to my philosophy, if there is a problem, then everyone who is in a position to address it has a moral obligation to do so. Thus, problems at the magazine are everyone's business -- the business at least of everyone who works there. Even though management doesn't see it that way, I have always tried to do whatever I could to help solve problems that arise, whether or not they affect me directly. You, too, are in a position to do something about the problems at the magazine, and therefore I think you have an obligation to do so, for the sake of both the magazine's staff and the physics community.

During the discussion of my performance review, Physics Today editor Stephen Benka condemned my organizing activities at the magazine and said bluntly that such activity "is not going to be tolerated anymore." He characterized the staff actions in which I have played a leading role as nothing more than "disruptive," rejecting my view that the source of the problem is management's failure to address staff grievances. A workplace in which unity is discouraged, as it is now at the magazine, is disruptive. The low morale, the inability to confront problems, the loss of talented and dedicated staff due to a love-it-or-leave-it atmosphere -- these consequences of management policy are disruptive and wasteful.

Physics Today publisher Charles Harris has made it clear to me and to many staff members (names withheld) that our activities have infuriated him. And American Institute of Physics Executive Director/CEO Marc Brodsky has characterized some of my activities, presumably reported to him by Harris, as "counterproductive" (20 March 1998). It is clear that Benka's hard-line attitude toward me is an attempt to redress Harris's and Brodsky's grievances with

the staff -- in particular, with those staff members whom Harris has identified as ringleaders. (Harris's ringleader theory insults the staff, because it implies that staff grievances arise not because of real problems in the workplace, but because an evil few have corrupted the minds of happy but gullible staff members and led them astray like children.)

In this memo I will be open about my organizing activities at Physics Today, because the problems at the magazine call for an organized response and because the physics community strongly supports physicists' right to organize without fear of reprisal. The latter point is evidenced, for example, in the community's many years of support for Soviet physicists who were punished for organizing, and in its concern today for physicists in other countries who face similar repression. In any case, freedom to address workplace problems is a necessary component of a truly democratic society.

Management is attempting in two ways to prevent the Physics Today staff from pursuing collective grievances -- by punishing those who speak out the most and by maintaining an increasingly repressive workplace atmosphere. My lower performance rating and subjection to an arbitrarily revised job description that makes "new demands" are punishments for taking up staff grievances. What follows is a discussion of a few of the collective staff activities in which I played a leading role and for which management criticizes me. Included is a discussion of some of the repressive measures that management has taken in response to those activities. The discussion should make it clear that my review is only one part of a series of recent attempts to stop me from promoting or engaging in any concerted staff activity.

1996 retreat

During the discussion of my performance review, Benka criticized me for my activities around the 19-20 November 1996 Physics Today retreat. Before that two-day meeting, I and some coworkers (names withheld) developed and distributed to the entire staff a list of changes that we wanted made at the workplace. We presented these requests in the form of a proposed agenda for the retreat. Fearing reprisals for making requests that might not please management, we did not disclose our names. However, the fact that I played a leading role was known to all. Job security was our highest priority, and so our demand for that topped our list. (See item 1 in attached document of 15 November 1996.) Other requests included staff involvement in workplace dispute resolution (item 4), better distribution of job tasks (item 5), affirmative action in hiring (item 8), and conditions of employment appropriate for professionals (the other items).

Salary equity

I worked with other staff members to demand pay equity at Physics Today. On behalf of those of us who were pushing for this, I told the Physics Today advisory committee at their 4 October 1996 meeting that the large salary differentials among the staff were not only unfair, but also divisive and bad for morale and productivity. I raised the issue at various staff meetings as well. Management was not pleased by the pressure we applied, in part because it forced them to give a staff member (name withheld) a special 25% salary increase, beginning on 1 June 1997.

Affirmative action

Management's anger at me increased dramatically, and never subsided, when I worked with Jean Kumagai and other staff members (names withheld) to assert the need for equal opportunity and affirmative action in hiring at Physics Today. We raised the issue when Ray Ladbury left the magazine, creating an opening on the editorial staff. (His replacement, Charles Day, started work on 2 June 1997.) I spoke out strongly on the equal opportunity and affirmative action issue, because Jean and I and the others didn't think Physics Today or AIP management took it seriously. Our concerns were largely ignored, and so, later in the year, we decided to bring the problem to the attention of the Physics Today advisory committee at its annual meeting, held 17 October 1997. On behalf of the concerned staff members (names withheld), I brought the matter to the committee's attention.

One week later, on 24 October 1997, American Institute of Physics Executive Director/CEO Marc Brodsky called me and said that I had made "a very, very serious charge." (Detailed notes available.) He directed me to meet with him and defend my charge, and I did so on 5 November 1997. At that meeting I gave Brodsky a note summarizing the important points. Rather than repeat those points here, I am attaching a copy of the note. (See note of 5 November 1997.) That note is an important part of this appeal about my performance review, and so I ask that you read it.

At my meeting with Brodsky I also pointed out that AIP had failed to conduct the affirmative action training that it promised to conduct in its 284-page "1996 Affirmative Action Program for American Institute of Physics." (See attached excerpts.) Among the many promises that AIP makes in that 1996 document is that "During the current plan year we will be conducting training for all employees about our affirmative action program and equal employment opportunity in the workplace." I pointed out to Brodsky that AIP did not conduct the promised training. He countered by saying that he was pretty sure that he mentioned affirmative action either at the one-hour question-and-answer session that he

held on 20 June 1996 or at the Q&A meeting that he conducted for employees at AIP's facility in Woodbury, New York. (I recall no such mention at the 20 June 1996 College Park meeting.) He indicated that this mention was the promised affirmative action "training."

Brodsky said he would look into affirmative action at Physics Today and tell me what he found. After a 4.5-month investigation, he met with me on 20 March 1998 and reported that he found that Physics Today's affirmative action program was doing very well. He said he judges the program by its results. (This was mysterious, because as of 20 March 1998, the Physics Today staff in the College Park office was all white; out of a staff of 18, the magazine had only one minority employee, working from New York.) I asked again about the promised affirmative action training. This time he said he was sure that he had mentioned affirmative action at both 1996 Q&A meetings, and he again indicated that such mention was the promised affirmative action training. After extensive questioning, he said that such mention was "part of" the promised training. I asked him when the rest of the training would be done, and he promised to look into that. In the end, I told Brodsky that we still believe our concerns to be well founded and that we are disappointed with his response. Apparently in Brodsky's view, however, the upshot of what happened is that I leveled serious, totally unfounded charges at AIP, and he is not happy about that.

1997 retreat

Management's anger at me increased yet again (and has not decreased since) when I helped raise staff concerns before and during the 25 September 1997 one-day Physics Today retreat. Before that meeting, I played a leading role in producing a list of proposed agenda items that represented a few of the many staff concerns. A majority of the staff supported it, and half of the staff signed it. (See attached e-mail message of 18 September 1997.) The top item on that list was a request for greater staff participation in decision making. The days leading up to the meeting saw much debate between management and many staff members over the meeting agenda, which management was formulating. Harris became upset that the staff wasn't embracing his agenda, and he began treating me and my coworker Graham Collins as ringleaders on the staff side, apparently becoming permanently angry at us.

At the retreat itself I asked if staff members could ask questions. Harris said no. I then said that I thought that we should be allowed to ask questions. Harris angrily said "No, That's an order!" Some days after the meeting he explained that he thought my request for the right to ask questions was another attempt to promote the staff agenda. At the retreat and in subsequent weeks, a number of brave

coworkers openly criticized Harris for the way in which he shut me up.

Gag order

After the retreat Harris put a gag order on me, handing me a written "notice" that implied that I would be fired the next time I said anything that Harris considered to be "counterproductive." (Document dated 26 September 1997 withheld.) This outraged many of my coworkers, who saw my forced silence as against their interest. They openly criticized the gag order, forcing Harris to rescind it. (Electronic mail message of 2 December 1997 withheld.) He did so reluctantly and without any decrease in his anger toward me.

Appeal to advisory committee

The gag order was just one of many management actions that strongly discouraged staff members from raising grievances of any sort. In an effort to get this chill lifted, a number of staff members (names withheld) decided to appeal to the Physics Today advisory committee at its annual meeting on 17 October 1997. We made our appeal to the committee, which reports to AIP's top management, in writing (memo of 17 October 1997 withheld) and in individual oral presentations. Our written note was titled, "Freer Atmosphere Needed at Physics Today" and began, "At Physics Today there is an increasingly repressive atmosphere that discourages staff initiatives...." The memo described how Physics Today staff member Graham Collins had also been warned about speaking up about workplace problems. It contained the following paragraph: "Both Jeff and Graham have been outspoken about problems that many of us see at the magazine. We feel that the lecture to Graham and the written notice to Jeff both contribute to a repressive atmosphere at the magazine and restrict all of us. We hope the advisory committee will do whatever it can to get these warnings retracted, and to remind the PT managers that repression is counterproductive. Such steps would go a long way toward diminishing the fear that staff members now associate with trying to openly address problems at the magazine."

Harris has harshly criticized me for my leading role in the presentations to the advisory committee, telling me and others (names withheld) incorrectly that I tried to get him fired. He sees this as an unforgivable offense that obligates him as a matter of manly honor to fire me or eventually drive me out and that gives him the moral right to do so by any means. Those means include steps that appear honest to outsiders but are not -- such as the present performance review, which imposes an unattainable goal that can be used against me a year from now when it has

not been met. When I explained to Harris that neither I nor the other staff members involved tried to get him fired or even wanted that to happen, he replied that I was either naive or lying. (I still do not want him fired, but I can no longer speak for others on this point. Respect and support for Harris by other staff members, including some not involved in our collective activities, have deteriorated sharply.)

Ban on my private conversations

In pursuit of his agenda, Harris has evidently given Benka license to go after me and other perceived management enemies on the staff. I will briefly describe here a recent example. (A more detailed account is available.) At about 6 pm on Wednesday 28 January 1998, I was in my office talking to my coworker Toni Feder on the telephone when Benka opened the door and asked rudely and sarcastically if I was talking to one of our authors. I said, "No, I'm talking to a coworker, Toni." He acted as if he already knew that. He stepped further into my office and said that he wanted in on our conversation. This was unprecedented and frightful. I switched Toni to the speakerphone and told her that Stephen Benka was here and wanted to be in on our conversation. She sounded equally shocked. Benka suggested that she walk over from her office to mine, and she said OK. I then walked out of my office and into the open area of desks just outside, and Benka followed. I did this to make room for Toni and to get some physical distance between myself and my supervisor, who was clearly behaving very strangely.

After Toni arrived, Benka asked us what we had been talking about on the telephone. I thought his question was way out of line, but I answered it anyway: We had been discussing the May 1998 50th anniversary issue of Physics Today. But after giving that short answer, I said that the important question is why he was trying to barge in on our conversation.

He answered by announcing that Physics Today management is forbidding all private conversations between staff members at work. From now on, all conversations between staff members must be open to management supervision, he said. When I asked him why, he referred to the organizing activity that took place last year and said that he doesn't want that to happen again. This smelled like a retaliatory and repressive policy aimed primarily at me, and so I asked him whether or not it applies to everyone. He said it does. I didn't believe him (but I didn't say that I didn't believe him), and so I pressed him three or four times to say whether or not he was going to announce the new policy to the rest of the staff. His final statement was that he knows that I want to know that.

The policy was never formally imposed on the rest of the staff, of course. But news of management's anger at private conversations spread quickly throughout the staff (yes, by way of private conversations). Even though the totalitarian policy officially applies only to me and Toni, it has put a chill on everyone's expression and has contributed to the repressive atmosphere at Physics Today.

Physics Today loses Graham Collins

In this memo I have for obvious reasons focused on my own case. But I don't want to leave the impression that management is critical only of me. In fact, they target any employee who speaks out about workplace problems. My most outspoken coworker, Graham Collins, was also the subject of a gag order and other reprimands for saying what many on the staff were thinking but were afraid to say. (Graham's gag order and mine were lifted at the same time.) I won't explain here how management irresponsibly made leaving the magazine Graham's best option. The details are available elsewhere. But with permission from Graham and all involved, I am attaching a copy of a note to Graham that I helped write after he submitted his resignation. (See attached note of 16 March 1998; authors' names withheld.) Please read the note as an integral part of my performance review appeal, as it contains a number of important and relevant points not made elsewhere.

'On my case'

As I mentioned above, management is now "on my case," and so my work is now subjected to greater scrutiny. Without precedent, the magazine's management recently examined and criticized some of my work before I completed it. (That was my work on the first of the five decade sections for the May 1998 50th anniversary issue of Physics Today.) Ever since the 1997 retreat, Physics Today publisher Charles Harris has given me the impression that I am being monitored. After the retreat he attended almost every magazine department meeting that I attended -- meetings that he had only rarely attended in the past. After some meetings, he commented privately to others about my performance.

Your moral responsibility

Physics Today's new love-it-or-leave-it policy, mentioned in the 16 March 1998 note to Graham, implies that the magazine's problems originate in the staff. Keeping the focus on the staff is not simply a harmless way that management diverts attention from itself, but is extremely costly. In the short time since Graham submitted his resignation, editor Benka's assistant Susan Funk has quit in frustration, and publisher Harris's assistant Carol Lucas has resigned. The loss of experienced staff, the

discouraged state of many of those who remain, the repressive atmosphere's toll on creativity -- in general, the frustration of those who want their job to be more than a simple exchange of time for money -- in these and other ways current policy wastes the resources of the physics community. You have a responsibility to undo the current widespread cynicism at Physics Today by making staff-initiated change possible.

18 August 1997

Steve --

As I have noted in many conversations and memos over the years, I work most efficiently in my job of feature article editing when I have articles at all stages of development. That means, for example, some articles that have just been solicited, some that have been submitted and reviewed, and some that have been revised by the author and are ready to edit.

As you know, our supply of articles in the last category has followed a "feast or famine" pattern -- mostly famine. This has held down my productivity to the point where I cannot afford to take the full 30-day vacation that I recently requested (and that you approved) and still meet my annual article editing goal. So I am thinking about cutting that vacation in half, perhaps, and using the rest of my vacation time at some later date. I won't be able to work out the details until some articles in the last category trickle in and I can draw up a schedule.

As of today, we have received neither of the two manuscripts that I am going to edit for the December issue. I would be working on them now if we had them. The Riordan manuscript, for example, is not expected to arrive until around the time I had planned to go on vacation. And I have no articles that I can edit now for issues following December. I would like to edit two articles for the January issue and two for the February issue, but I will not be able to do that under our usual famine conditions -- I will need to have the manuscripts much earlier than I have been getting them. If today I had four manuscripts ready to edit for those two issues, I could work on all four simultaneously, using my time to greatest advantage. I think you will agree that the magazine should be in a position where such productivity and advance work is routine.

Given the status of the December manuscripts, a 30-day vacation as planned would compromise my ability to edit two articles for that issue. I would like to take a shorter vacation and continue working at home much of the time, as long as that continues to work well. Please let me know if that is OK, and in any case please see how soon I can have four articles that are ready to edit for the January and February issues.



S 000543

August 19, 1997

Jeff,

It is the responsibility of the article editors at Physics Today to produce finished articles starting from any point in a given article's development.

Thus the responsibility of generating "ready to edit" articles is in part yours. For one example, we had agreed that you would obtain Colson's article on free-electron lasers, and have it edited in case we needed it for an emergency fifth article in the October special issue on the electron; otherwise we could drop it into the magazine a month or two later. Fortunately, we don't need it for the special issue; to my knowledge you have yet to acquire the article.

You were my first choice to edit several articles in late stages of development in the recent past, but turned them all down: Fink (March); Cohn (May; I edited that one, while you edited none that month); Jeanloz to edit with Soulen (August); a second article for October (you were reluctant to take Perl); Kasap for November.

As recently as two months ago, when you wanted to take paternity leave (which I OK'ed), you told me you didn't want any additional articles through the end of this year. As noted above, I offered you some anyway and you turned them down. You expressed no interest in articles, so I left you out of my plans for them.

I understand your special circumstances and once again offer you my heartfelt congratulations on the birth of Joshua Rose. If you are now ready once again to accept the responsibilities that go with feature articles, I can supply you with as many as you want. The articles that are currently "ready to edit" have been assigned to others. Nevertheless, I am sure we can reach a mutually acceptable state of affairs.

A handwritten signature in black ink, appearing to read "Steve", with a stylized, flowing script.

S 000544

PHYSICS TODAY

from Stephen G. Benka

Jeff, As we discussed,
as of today we are shifting
your job tasks slightly:

Actual editing goes from a
weight of 80% to 70%.

Following up on solicited
articles goes from 15% to 25%.

— Steve
8/25/97

2 September 1997

Steve --

Thank you for responding to my note of 18 August 1997, in which I ask for more work -- specifically, more feature-article manuscripts that I can edit for publication in the magazine ahead of deadline. I was dismayed to find that instead of welcoming my request, your response focuses on assigning blame for the lack of such manuscripts and goes on to deny that we have any such deficiency.

You base the first part of your response on the fact that Physics Today staff members do follow-up work with the people whom you have invited to write articles for the magazine. You note that these staff members are therefore "in part" responsible for obtaining manuscripts that are ready to edit for publication. All this is true, but our severe shortage of such manuscripts is not due to deficient solicitation follow-up work by the staff as you imply. The article editors on the staff have, in fact, done a good job of following up on solicited articles -- staying in contact with the authors and working with them to produce the articles that you have asked them to write. If you think you could do better than we do, you should share your secret. For whatever it is worth, my experience is that when a conscientious and hardworking staff is blamed for a long-standing problem, the diagnosis is usually incorrect, and an incorrect diagnosis is an impediment to a real solution. (In my own case, according to my job description, solicitation follow-up has been a small part of my job; but I work at it conscientiously, and on my latest annual review you said that I do above-average work in this area.)

No, the problem is not your staff's lack of competence in its follow-up work with authors. The problem is simply that the magazine has solicited far too few articles. This has had unfortunate consequences, not only for the staff (as my note of 18 August 1997 describes for my case), but also for the magazine's subscribers. In the past three years I doubt that we have had even three months in which we have had a backlog of manuscripts ready to edit. Typically, the editor scrapes each issue together in a near-crisis atmosphere, after a desperate search around the office for manuscripts that may have arrived -- or that are said to be "in the mail." The lineup of articles in most issues of Physics Today is thus dictated by forces beyond our control.

Your listing of manuscripts that you say you offered to me begs the question of giving me more manuscripts that I can edit and prepare for publication, because we did not have the manuscripts on your list. In your own words, they were "in late stages of development." I should point out that even manuscripts that you consider ready to edit often are not. And when the shortage of manuscripts forces us to schedule incomplete manuscripts for near-term publication, we often have to pressure authors to work with us under undo

S 000546

time pressure. This is unfair to both the author and the Physics Today staff, because it deprives them of the opportunity to do their best and therefore most satisfying work. The largest group to suffer, of course, are the readers. I don't know how many of the articles that you listed fell into that category, because I did not work on those articles.

As I said in my memo of 13 August 1997, I think article editing work is done most efficiently when it is done well ahead of the deadline. So in general I seek to work in advance and am reluctant to take on articles that, due to the shortage, will necessarily have to be done at the last minute, often after I have already scheduled work on other articles and often well after any reasonable deadline for submission. Month after month our work should not consist of "rush jobs" for issues that are upon us. I would have taken on the articles in your list if they had been scheduled for later issues -- or, even better, if they had not yet been scheduled for specific issues. But because of our serious lack of manuscripts, it has almost never been possible to work ahead.

In your response you say that I "agreed" to obtain William Colson's article by a particular date. This cannot be true. There is no way that I or any other Physics Today staff member could credibly "agree" that Colson and his coauthors would finish writing their article by a date that you picked arbitrarily. Only Colson and his coauthors -- all volunteers, remember -- could do that, and they did not. We cannot suddenly and unilaterally spring a short deadline on an author. The most we can do is ask our authors if they can meet such a deadline. Over the years you have asked many authors whether or not they could meet particular deadlines that you had in mind, and you have accepted later deadlines when they told you what they could do. Just because you are now talking to a staff member, rather than directly to the author, doesn't mean you can "just say article" and have it appear.

In the final paragraph of your response to my request for manuscripts, you boast: "I can supply you with as many as you want." This is simply not true. In fact, when we spoke after I received your response, you could not supply even one manuscript that I could edit for the January issue, the February issue or any subsequent issue. Of course, we will eventually come up with something to fill the holes in those issues. But, as usual, that is not likely to happen soon enough to allow us to work ahead. I am sure we could continue to pretend that this *modus operandi* is not a serious problem -- after all, we have managed to get by with it for a number of years. But it takes an unnecessary toll on many people, and so I think we have a moral responsibility to the staff (article editors, editorial assistants, art editor and copy editors), authors and

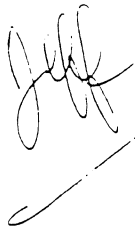
readers to solve the problem. I think the obvious first step is to admit that we do have a serious shortage of manuscripts and that the shortage leads to the problems that I have described here and in my note of 18 August 1997.

As I mentioned above, solicitation follow-up work has been only a small part of my job -- at least that is what I thought. When I saw how much you emphasized it in your response to my note, I took a look at my job description and noticed that such work was a bigger part of my job than I had remembered. Upon further investigation, however, I discovered that you had altered my job description after the fact to add truth to your claim. Indeed, the altered job description was dated 19 August 1997, the same date carried by your response to my note. For future reference, let me say here that I and other members of the staff prefer an above-board management style, where, for example, important changes are pointed out to people rather than being left for them to discover -- or, perhaps, not discover. In any case, you and I discussed the change in my job description on 25 August 1997, and I agreed to it. Thus, I will increase my solicitation follow-up work by about 2/3 and reduce my article editing by 1 part in 8. (I will continue to spend the large majority of my time on article editing.) Because of my preference for doing things above-board, I asked you to write me a note describing the change in my job description, and I thank you for doing so.

For the record: In your response to my note, you say that you OK'd my request for paternity leave. My recollection is that you neither approved it nor denied it, because I withdrew my request before you responded.

So that we don't wander too far from the original issue, let me repeat that I made my 18 August 1997 request because I felt that I was being held responsible for a particular amount of work (my annual article-editing goal) while being made to work so inefficiently that I could not do that amount of work -- at least not with sufficient time left over to take some time off. My revised job description will lessen slightly my need for ready-to-edit articles, and so should provide some relief in this area.

The Riordan manuscript has just arrived, and I would like to work on it now, so as to finish it as far ahead of the deadline as possible. Unless you tell me otherwise, that is what I will do. Perhaps I will take some vacation time later, depending in part on what other work comes in.



S 000548

From: 'Martin L. Perl' <martin@SLAC.Stanford.EDU>
To: Jeff Schmidt <jds@aip.org>
Date: 2 Sep 1997 (Tue) 17:13
Subject: Leptons After 100 Years Article

Dear Jeff

Thank you for changing my ugly duckling of a manuscript into a beautiful swan. You have done a wonderful job.

I have the following comments:

Page 35, column 2: the ***** in "See box 1 on page ***** 36 has not been inserted yet.

Page 39, column 2: the ***** in "See box 2 on page ***** 40 has not been inserted yet.

Page 36, bottom equation in column 2: space required between virtual and Z0.

Page 39, Figure 4: TAU DETECTION scheme might be changed to TAU DETECTION apparatus.

Page 40, Box 2, column 1: yes, each h should be an h-bar.

Page 40, References: the names in Ref. 3 are spelled correctly; in Ref. 10 the page number is 2074; in Ref 16 the page number is indeed 79c, it is a conference proceedings and every page has a c added to the page number.

Thank you so much Jeff for all your help and guidance. I am greatly looking forward to the issue.

Sincerely yours

Martin Perl

S 000549

From: "George Crabtree" <george_crabtree@qmgate.anl.gov>
To: "Judy Barker" <jbarker@aip.acp.org>
Date: 15 Apr 1997 (Tue) 19:24
Subject: Vortex Article

Subject: Vortex Article
Time: 5:26 PM
Date: 4/15/97

Dear Steve, Jeff, Barbara, and Judy,
I just received the offprints for our article on Vortex Physics in the April issue of Physics Today. What fast service! The article looked very good in the magazine, and I got a warm feeling on finally seeing it in print. Thanks to all of you for your efficient and competent efforts to bring the article out. For David and me, it is gratifying to see the fruits of our work appear with such high production standards. Thank you all once again.
Sincerely,
George Crabtree

George Crabtree - MSD/223
Argonne National Laboratory
9700 S. Cass Avenue
Argonne, IL 60439

phone: 630-252-5509
fax: 630-252-7777
e-mail: crabtree@anl.gov

CC: "David Nelson" <nelson@cmt.harvard.edu>

S 000550

Letter to the Editor
Review Form

MS Number: L-9705-527-U
Author: Weinstock, Robert

Title: Comments on "Probing the Faintest Galaxies, April 1997

Review by: js Date Assigned: 5/22/97 Date Completed: _____

☒ Accept ☐ Reject ☒ Staff Revise ☐ Author Revise

I think a lot of our readers would appreciate an answer to the question that Weinstock raises. I suggest that we publish a shortened letter (see enclosed edited version) along with an answer from Ferguson.

-JS

Please return to Susan Funk by **5 June 1997**. Many Thanks!

Review by: _____ Date Assigned: _____ Date Completed: _____

☐ Accept ☐ Reject ☐ Staff Revise ☐ Author Revise

OK. Get Ferguson's response.

-Steve 6/30/97

S 000551

Letter to Physics Today:

In "Probing the Faintest Galaxies", by Ferguson, Williams, and Cowie (April 1997), the caption to Figure 1 reads, in part, "For most of the galaxies in the image, we are looking back more than half the age of the universe".

This claim seems strange to me; for radiation emitted so long ago must have had its source so close to Earth at the moment of emission — according to the generally assumed big-bang origin of the currently expanding universe — that it would have reached Earth, if at all, well before the era of telescopes, spectrometers, and, of course, us. That this is so springs from the fact that no source can recede from the earth at a speed greater than that of the radiation — namely, c .

To derive this conclusion, let us measure all times and distances relative to Earth's rest frame and let

t = measure of time, from big bang at $t = 0$

T = age of universe (= time elapsed from big bang to Earth's receipt of radiation from source)

θ = time after big bang at which radiation is emitted from source

\bar{v} = average speed of separation of source and Earth from big bang ($t = 0$) to emission of radiation ($t = \theta$).

Thus the total separation of source and Earth at time of emission — i.e., the distance the radiation travels at speed c from source to Earth — must be $\bar{v} \theta$, and the time elapsed during the radiation's journey is

$$T - \theta = \frac{\bar{v} \theta}{c},$$

from which follows

$$\theta = \frac{T}{1 + (\bar{v}/c)}$$

And from $0 < (\bar{v}/c) < 1$, — i.e., the limiting feature of the speed of light

— we conclude

$$0.5T < \theta < T.$$

100 — Any radiation we receive today must have been emitted ~~therefore~~ at least half the age of the universe after the big bang.

How, then, if the above analysis is sound, do Ferguson, Williams, and Cowie — along with others — suppose radiation to have reached Earth in the 20th century from a source that was, at moment of emission, farther from Earth than $(cT/2)$? Since they evidently infer emitter distance from the doppler-shift magnitude, a ready-to-mind answer is their use of an erroneous relation between emitter distance and doppler shift measurement.

If, ~~however~~ there is something wrong with my analysis above, I shall be grateful to have it explained to me.

Robert Weinstock

Robert Weinstock

Emeritus Professor of Physics

Oberlin College

Oberlin, OH 44074

ZWEINSTOCK@OBERLIN.EDU

(216) 775-8337

Jeff: Spurred by your review, we are planning to publish Weinstock's letter [①]; Ferguson [②] suggests we read his response [③] and consider publishing neither. What think you?

From: Harry Ferguson <ferguson@stsci.edu>
To: ACP.AIP(pelliot)
Date: 7/28/97 10:37am
Subject: Reply to Weinstock letter

Paul
28 July 97

Dear Paul,

Here is our reply to the letter to the editor. Actually, we wouldn't recommend publishing either the letter or our reply, as this sort of basic question about light travel times seems a bit out of place for your letters section. Perhaps you should forward our reply to Dr. Weinstock directly and see if that satisfies him? ②

Sincerely,
Harry Ferguson

SB: Weinstock letter below, followed by Ferguson reply. Ferguson recommends we not publish either. So does Chas. Jeff says otherwise - see next page. I suggest we

① Weinstock Letter to the Editor

In *Probing the Faintest Galaxies,* by Henry Ferguson, Robert Williams and Lennox Cowie (PHYSICS TODAY, April, page 24), the figure 1 caption reads, in part, *For most of the galaxies in the image, we are looking back more than half the age of the universe.*

This claim seems strange to me. Radiation emitted so long ago must have had its source so close to Earth at the moment of emission*according to the generally assumed Big Bang origin of the currently expanding universe*that it would have reached Earth, if at all, well before the era of telescopes, spectrometers and, of course, us. That this is so springs from the fact that no source can recede from the earth at a speed greater than that of the radiation*namely, c . A simple calculation, in fact, shows that we are looking back through less than half the age of the universe. Can it be that Ferguson et al. are using an erroneous relation between emitter distance and doppler-shift measurement?

If there is something wrong with my analysis, I shall be grateful to have it explained to me.

> @SIGNATURE = ROBERT WEINSTOCK
> @ADDRESS = (zweinstock@oberlin.edu)
> @ADDRESS = Oberlin College
> @ADDRESS = Oberlin, Ohio
>

② Ferguson et al. reply

③ The redshift distribution of the galaxies in the HDF is not known precisely, however, a very conservative guess based on Keck spectroscopy of the brighter galaxies and the colors of the fainter galaxies is that more than half the galaxies have redshifts $z > 0.8$.

The statement made in the caption of figure 1 comes from a

ask Weinstock if the answer suffices for him; he may feel publication exposes his lack of understanding of cosmology. What say? You. Paul 8/13/97

calculation of lookback time to a galaxy at $z = 0.8$. For a critical-density universe with a cosmological constant $\lambda = 0$, the lookback time is

$\tau = \frac{2}{3} H_0^{-1} (1 - 1/(1+z)^{3/2})$
and the present age of the universe is

$t_0 = \frac{2}{3} H_0^{-1}$
where H_0 is the Hubble constant.

For this cosmology, a galaxy at $z = 0.8$ has $\tau = 0.6 * t_0$.
In other words the lookback time is more than half the present age of the universe.

A general expression for the lookback time with arbitrary values of the cosmological constant and density parameter is given in Carroll et al., 1992, Ann. Rev. Astron. Astrophys., 30, 499 (equation 16).

Henry Ferguson
Robert Williams
Lennox Cowie

Paul —

Weinstock's question should get a physical explanation as an answer, not a mathematical one like this.
— say drop the mathematical one, don't just add the physical one to it. Perhaps ask Ferguson & Co. to write what they would say to a high-school student ^(or radio audience) who noticed this seeming contradiction. One possible reason that Fergie & Co. answered as they did is that they don't really understand the physics.

— Jeff

28 Jul 97

S 000555

PHYSICS TODAY

from Stephen G. Benka

Paul,

Forward Ferguson's
response to Weinstein.
We won't publish
either the letter or the
response.

Steve 8/14/97

S 000556

Scientocracy

Vannevar Bush envisioned a brave new world run by scientists.

ENDLESS FRONTIER

Vannevar Bush,
Engineer of the American Century.
By G. Pascal Zachary.
Illustrated. 518 pp. New York:
The Free Press. \$32.50.

By Thomas P. Hughes

DURING World War II, Vannevar Bush mobilized America's engineers and scientists, presided over the making of the atomic bombs, advised President Truman on the decision to use them against Japan and, in a memorable essay entitled "Science — The Endless Frontier," formulated a bold policy for the country's postwar cultivation of science and engineering. He defined, as well, the military-industrial-university complex and gave it the impetus that propels it today. As G. Pascal Zachary observes in "Endless Frontier," no wartime figure in the world marshaled such enormous engineering and scientific resources.

Born in 1890 in Everett, Mass., Bush cultivated his scientific interests while a mathematics student at Tufts and a graduate student in electrical engineering at M.I.T. In the 1920's, when American engineering was in transition from the improvisatory pragmatism of the past to the science-based approach of the future, Bush became known for blending traditional scientific values with the emerging professional ones. At ease in the machine shop as well as in the laboratory, he spoke of himself as using both the hand and the head.

M.I.T., which was in the vanguard of this professional transition, adopted Bush as an exemplary faculty member and later named him dean. He won worldwide peer recognition as the foremost designer of electromechanical analog computers. Decades later, his Atlantic Monthly article "As We May Think" spread the notion of mechanizing the storage and retrieval of information, an idea that fired the vision of several computer pioneers. Zachary, a business and technology reporter for The Wall Street Journal, has aptly subtitled his biography "Engineer of the American Century."

Bush assumed that men of brains, judgment and good will would rise to positions of responsibility in the engineering and scientific world. (He was not at all sure that this was true in political and military realms.) An elitist holding high academic standards, he believed that university engineers should reach out to render public service, not only solving problems assigned to them, but helping to formulate policy as well. This agenda would bring him into sharp conflict with the Washington establishment.

After World War II began in Europe, Bush, answering a call from Washington to mobilize engineers and scientists for national defense, put together the Office of Scientific Research and Development. Contemporaries called it the greatest research and development organization in history. Its story has often been told, but Zachary goes deeper to explore Bush's influential and often controversial views on the role of experts in a democracy, an issue that surfaced then and that remains only slightly below the surface now.

Bush and elitist science associates like James

Conant, the president of Harvard, sharply criticized the military for not developing strategy and tactics that incorporated new weapons, such as radar and the proximity fuze. Bristling with impatience, Bush used his direct access to Franklin D. Roosevelt, as well as his freedom from Congressional oversight and his huge budget, to bring pressure on generals and admirals to accept scientists and engineers as partners in making policy.

Turf battles were inevitable. The Chief of Naval Operations, Adm. Ernest J. King, a formidable opponent, accused Bush of "trying to mess into things in connection with the higher strategy which were not his business, and on which he could not have any sound opinions." Other officers scornfully dismissed the civilian experts as men without combat experience.

Bush's advocacy of unfettered scientific expertise brought criticism from the politicians as well. The United States budget director, Harold Smith, declared that Bush "is too much influenced by the assumption that researchers are as temperamental as a bunch of musicians, and consequently we must violate most of the tenets of democracy and good organization to adjust for their lack of emotional balance." "Most of them," he added, "do not know even the first thing about the basic philosophy of democracy."

Undaunted, Bush, according to one colleague, talked "straight to generals and cabinet officers and the President," and made them "take it." After fierce confrontations, he would sometimes withdraw in the evenings to Washington's exclusive Cosmos Club and negotiate with his opponents over a bottle of Scotch. He often prevailed.

Jerome Wiesner, John F. Kennedy's science adviser, thought that the 20th century might not again produce Bush's equal in engineering and science policy. Alfred Loomis, a knowledgeable science patron, investment banker and radar expert, concluded that among the men whose death in the summer of 1940 would have caused the greatest calamity for America, Roosevelt was first and Bush would be second or third.

BY war's end, however, Bush was bone-tired, broken in spirit and bereft of influence. Finding the Truman Administration's science policies suggestive of a chapter from "Alice in Wonderland," he left the Government in 1948. In his last great effort, he tried and failed to establish a National Research Foundation, a peacetime replacement for the research and development office, one that would cultivate fundamental science both for military and civilian uses. He wanted peacetime science unfettered by political controls, but failing to perceive a growing call for public accountability, he aroused overwhelming opposition. James V. Forrestal, the first Defense Secretary, observed that "even with both ears to the ground," Bush did "not hear the rumble of the distant drum."

Deeply informed and insightful, Zachary has thoroughly captured the spirit of Bush and his times. In evaluating the man's legacy, he honors Bush as a role model for his generation's engaged engineers. But Zachary is impatient with Bush for resisting people whom he considered government interventionists, intent upon pursuing science primarily for the ill-fed, poorly educated and underemployed. Zachary is surely right in concluding that Bush's single-minded support of elitist universities and his advocacy of the "free play of free intellects, working on subjects of their own choice" would find little support in Washington today. □

Thomas P. Hughes is a professor of the history of science and technology at the University of Pennsylvania and M.I.T.

The New York Times, 26 October 1997

Advocate of the Atomic Age

ENDLESS FRONTIER
Vannevar Bush, Engineer of the
American Century

By G. Pascal Zachary
 Free Press. 518 pp. \$32.50

By Gregg Herken

ALL that has been written about the making of the atomic bomb tends to ignore the fact that the Manhattan Project was primarily an engineering effort. Historians have lavished most of their attention upon the more temperamental—and hence colorful—physicists involved. Journalist G. Pas-

Gregg Herken, a historian at the Smithsonian, is writing a book about physicists Ernest Lawrence, Robert Oppenheimer and Edward Teller.

dent of Harvard—whom he described as a "square-shooting, level-headed liberal." The pairing of Bush and Conant created one of the most remarkable intellectual partnerships in the modern history of science and technology, but it receives disappointingly little treatment in this otherwise excellent book. (Readers are advised to consult Jim Hershberg's brilliant biography of Conant, which can be read as almost a companion volume.) When World War II finally arrived, Bush created a large, umbrella organization—the Office of Scientific Research and Development—and assigned the NDRC to Conant. Together, the duo not only oversaw development of the decisive weapons of victory—radar, the proximity fuse, and the bomb—but also became Roosevelt's de facto science advisers.

"Science—The Endless Frontier" was the 192-page plan for postwar federal support of scientific research that Bush prepared for Roosevelt as victory approached; he intended it as his legacy. Like the NDRC and OSRD, Bush wanted peacetime

cal Zachary's *Endless Frontier*, the first biography of an engineer who was once the doyen of America's scientific establishment, takes a major step toward setting the record straight.

Vannevar Bush was a prototypical Boston Yankee whose father was a Universalist preacher and grandfather a sea cap-

men as well as things."

An inveterate tinkerer, Bush invented before he was 40 a device to detect submarines, a code-breaking machine, a solar-powered pump, and the "differential analyzer"—an early, mechanical version of the computer. In the mid-1920s, he co-founded Raytheon and was made wealthy by the

"Bush's greatest invention was not a thing but an organization—the National Defense Research Committee."

subsequent growth of the electronics giant. In 1939, on the eve of World War II, he became president of the Carnegie Institution in Washington, D.C.

Yet Bush's greatest invention was not a thing but an organization—the National Defense Research Committee—which he

as a threat, and the cronies and pals who surrounded FDR's successor, Harry Truman, also feared—with some reason—that Bush's real goal was a technocracy, a government by experts. Blocked at every turn, Bush could do little but complain and wax nostalgic about the halcyon days of the war. He finally left the government in 1948.

Over time, Bush's hardheaded pragmatism became an ossified suspicion of the new. He was most famously wrong about ballistic missiles—"I think these things will be just too expensive and inaccurate to use, even if they could be built"—but his attachment to the analog technology of his differential analyzer likewise blinded him to the potential of digital computers, even though he was one of the first to herald the coming of the information age. (In one area, Bush's naysaying may only have been premature. He warned in 1960 that putting people in space was merely a "stunt" that would eventually "bore the public" and "kill some promising youngsters in the process.")

In retirement, Bush was saved from be-



Vannevar Bush in 1947
 government-funded research to "supplement" rather than compete with work done by the military services. Predictably, however, the Pentagon viewed Bush's plan

and President Franklin Roosevelt created in time to mobilize the country's scientific brainpower for the coming conflict. The quality that Bush typified and that he valued most—the ability "to think straight in the midst of complexity"—was key to his and the NDRC's success in jump-starting the nascent atomic bomb project, which hidebound bureaucrats and flighty physicists had left dead in the water. When a National Academy of Sciences panel dithered as to whether a bomb was possible, Bush added a handful of engineers and sent them back to the drawing board; the panel decided the bomb was feasible after all.

Bush also had the talent to recognize his own limitations. "Most of this was over my head," he readily admitted to physicist colleagues who were probing the mysteries of fission. Accordingly, Bush teamed up with another Bostonian—chemist James Conant, presi—

Continued on page 5

coming simply a curmudgeon by two courageous acts that received little or no public attention. In 1952, while on a blue-ribbon panel studying disarmament, Bush tried to postpone the explosion of America's hydrogen bomb until the possibility of a ban on such tests could be explored by Truman's successor. Two years later, Bush spoke out in Robert Oppenheimer's defense at the latter's security hearing, where the physicist was being pilloried for his opposition to the H-bomb. While for naught, Bush's heroic stand at the Oppenheimer hearing was arguably his finest hour.

In an era when science as well as history is said to be only a reflection of changing cultural values, Zachary's book gives a glimpse into a simpler time. Vannevar Bush was the exemplar of a generation that has now vanished. Bush evoked the attitudes and standards of that generation when he wrote, in December 1940, of standing "at the mouth of the cave with a few strong men of the clan armed with stone axes against a hostile world."

Arms and the Man

By ERICH EICHMAN

It is odd to think that a man whose face appeared on the cover of Time magazine in 1944, and whose death occasioned a front-page obituary in the New York Times 30 years later, should be all but forgotten today. But such is the fleeting fame of the



Bookshelf

"Endless Frontier"
By G. Pascal Zachary

technocrat. Vannevar Bush was much more than that, of course. He was a pioneering engineer and inventor, an entrepreneur, a visionary and a social philosopher whose "Modern Arms and Free Men" was a 1949 bestseller and whose hymn to science (and appeal for funding), "Science—The Endless Frontier," caused a sensation when it was released in July 1945.

But his glory years were spent in Washington heading up various technocratic entities (the Carnegie Institution, the Office of Scientific Research and Development), advising presidents, pulling strings on Capitol Hill, worrying over funding, and overseeing projects, most notably the secret one that produced the first atomic bomb.

In his way, Bush was a precursor of the "Wise Men," the elite insiders who guided U.S. policy in the postwar years. His influence reached its height under Roosevelt and faded precipitously thereafter, but his concerns—the relation of science to government and the military, its role in society—are still very much with us.

No doubt Bush would have welcomed our computer revolution, for he was essentially an optimist who saw technology as a force for good. Most important, during the crisis years of his greatest prestige and authority—when the country was at war or preparing for it—he argued (presciently, convincingly) that science had something essential to contribute to national defense, especially if civilian researchers were allowed to do their work unmolested by military bureaucracy.

Journal reporter G. Pascal Zachary has brought this able, conscientious, energetic and wrongly forgotten man to life in "Endless Frontier: Vannevar Bush, Engineer of the American Century" (Free Press, \$13 pages, \$32.50). A few excerpts:

In the 1930s: "While innovation was clearly becoming corporatized, Bush still believed that the 'lone researcher often does produce out of thin air a striking new device or combination which is useful and which might be lost were it not for his keenness.' Bush was himself just such an irrepressible inventor. While an astute manager of research teams, he often pursued his grandest intuitions alone. Rapid retrieval of personalized data, stereophotography, typography, internal combustion engines and perpetual motion were just a few of his obsessions. For him, inventing was a calling, a way of life."

At the commanding heights: "Intensely self-assured, [Bush] deferred to no one, save Roosevelt and his mentor, Henry Stimson, the secretary of war. In the heat of war, his penchant for barging ahead worked wonders. The military gave more leeway to him than perhaps any other civilian in the war. Members of Congress granted his every request. 'Never once did we ask for funds and fail to secure them promptly,' Bush later boasted. Legislators rarely even questioned him, and when they did the exigencies of war made it possible for him to duck the tough queries anyway. He never flatly refused to satisfy a politician's curiosity, but rather dared him to comprehend the technical and military issues. Most politicians wisely kept their mouths shut."

The response to Bush's 1945 report: "Business Week called *Science—The Endless Frontier* 'an epoch-making report' that is 'must reading for American businessmen.' The Washington Post applauded Bush for delivering a 'thorough, careful plan for putting the needed push of the federal government behind our scientific progress.' . . . Only a handful of commentators questioned Bush's basic principle that research deserved broad public funding. The Wall Street Journal, for example, argued that tax incentives could achieve a similar result by inducing private industry to spend sufficiently on research."

After the war: "[Bush] shared with other elitists a stark and not altogether distorted view of American society that pitted sober, pragmatic elites against the untutored, volatile masses. For Bush, Truman and his cronies as well as most congressional leaders clearly fell into the 'masses' category. While Truman deluged in casting himself as an ordinary American, Bush—and other elite leaders—tended to view such citizens as irresponsible and sometimes irrational. The elite assumed that the mass of Americans needed patriarchal authority. In Bush's view, civilian technocrats were the solution to the increasingly complicated problems facing government and the nation's democratic traditions. In practice, this meant that the public must pay for experts to make decisions in its name; these experts would brook little or no interference."

Looking back, in the 1950s: "He wondered whether men could 'live without war.' Now that 'the glamour of war is gone,' he asked whether the kind of direct combat 'that once had a real appeal for the red-blooded man' was obsolete. Others had noted that modern technology had made war impersonal and that the 'virile attributes' of war, which enlivened societies in the past, would have to arise from another source. But Bush's romantic yearning for an earlier stage of combat seemed peculiar given his role in exploiting the very technologies that further dehumanized war."

A vivid tale of an American science czar

By David Warsh
THE BOSTON GLOBE

Roosevelt called me into his office and said, 'What's going to happen to science after the war?' I said, 'It's going to fall flat on its face.' He said, 'What are we going to do about it?' And I told him, 'We better do something damn quick.'"

Those are the words of Vannevar Bush, longtime professor at the Massachusetts Institute of Technology and America's science czar in World War II. They evoke the Washington manners of 1945, when those in positions of responsibility understood that they trod upon a historic stage and spoke such clipped sentences easily.

Bush had served as Roosevelt's science adviser since June 1940, overseeing the development of radar, the computer, the atomic bomb, antibiotics. When Roosevelt asked for a postwar plan, Bush delivered—also in a hurry.

In just four months, he responded with a famous report, "Science—The Endless Frontier," synthesizing the work of a series of bipartisan commissions. Though much battled over in the corridors of power, it nonetheless became the blueprint for the nexus between government, industry and academia that has lasted to the present day.

More than any other person, it was Bush who designed America's national system of innovation in the post-World War II era: the universities directing basic research, the federal government paying the bills and corporations concentrating on applied research, somewhere in between.

This was a good deal more fundamental than, say, thinking up the interstate highway system or inventing the television networks. It could be argued (setting democracy aside) that it was the innovation system more than anything else that won the Cold War.

Bush is now the subject of a wonderful new biography by G. Edgar Smith, "Endless Frontier: Vannevar Bush, Engineer of the American Century." It brings out that nothing he did was as important as what he

Commentary

accomplished in the years between 1939, when he went to Washington, and 1954, when he left full-time government service and returned to MIT.

Yet even Bush's failure to adjust after those great days underscores the importance of the forces he had set in motion. And in Zachary's hands, the strange twists of technological developments are always available for inspection.

Named for his father's roommate at Tufts College, Bush went to Tufts himself. Afterward, with his Tufts roommate, Lawrence Marshall, he started a firm to make radio tubes that they called Raytheon. The firm was a success, but Bush went on to teach electrical engineering at MIT, where he pioneered in developing analog computers. Duty called in 1938.

By far the greatest part of Zachary's book concerns the war years. And here the stories are just too numerous to do more than list. The author's day job is as a reporter for The Wall Street Journal in San Francisco. He has a journalist's eye for color and knack for narrative, but also a historian's ear for deeper concerns.

So he weaves tales of the Manhattan Project with yarns of Bush's association with the Office of Strategic Services; stories of the FDR cabinet with anecdotes from sounder time. (One of his finest moments came when he went to bat for Robert Oppenheimer, whom he saw as victim of technological differences of opinion.)

It turns out to have been a far more complicated world than Bush had contemplated. Battles over federal funding of science are recounted. Bush favored winding down the military's role in funding science at the conclusion of the war; President Harry Truman overrode him in 1945. When the National Science Foundation finally was created five years later, Bush disclaimed the agency he had imagined. He feared that it was too little, too late.

After leaving government, Bush seemed to shrink in stature. The man who had marshaled forces on a equal footing

By the 1970s, U.S. industry found itself in a paradoxical situation: 'Awash in theoretical knowledge, it was starved for the basic processes and products that lead to victories in commercial contests,' according to a new biography of Vannevar Bush.

with Eisenhower, George Marshall and Chester Nimitz suddenly was a voice that found its fullest expression against the new: against guided missiles and satellites, against the race to the moon, against consumerism. He served to good effect on corporate boards, with the pharmaceutical company Merck in particular. His son founded Millipore Filter Co.; he himself raised turkeys in New Hampshire.

The world was far more bottom-up than the top-down world he favored, and, according to Zachary, this had deleterious effects on America's competitive position in the world economy. He writes: "The great defect of 'Science—The Endless Frontier' was its neglect of industrial innovation." Science was lionized as the source of all progress; invention and commercial engineering were fobbed off as subsidiary concerns. The result was that by the 1970s, U.S. industry found itself in a paradoxical situation: "Awash in theoretical knowledge, it was starved for the basic processes and products that lead to victories in commercial contests." (Oligopolistic market structure may have had something to do with it, too.)

Nobody knows better than Zachary how it was that, in key industries at least, American businesses fought their way back to positions of global supremacy. His first book, "Showstopper: The Breakneck Race to Create Windows NT and the Next Generation at Microsoft," is a remarkable chronicle of the development of a major piece of software.

Its publisher here is Dave Cutler, who was born in 1942, when Bush was at the height of his powers in Washington. Yet by

the end of the book, we understand that Cutler (once a top Digital Equipment executive) in his way has been just as effective in welding together a team hell-bent on a fixed objective as was any of Bush's minions in the war—with no higher authority behind Cutler than Bill Gates, the business strategist who built Microsoft on little more than his understanding of what it meant to be the standard.

Gates commands a research and development effort as extensive as any ever commanded by Bush. And the commercialization of research and development that began when international business machines moved into computing and American Telephone & Telegraph developed the transistor (and then stood by while Silicon Valley took its development to the next stage) has gone far beyond what he contemplated.

Which just goes to prove the point. Whatever its deficiencies as a plan of action, the outline first sketched in "Science—The Endless Frontier" have evolved into a pretty good map of the territory. The relationships between the regions are better understood. So are the possibilities for failed communication. The boundaries themselves seem a little more finite; the competition for resources a little more intense.

But veterans of a hundred cowboy movies know what happens next. Some guy comes through with a roll of barbed wire, or a motor car, or a machine gun, and it's off to the races again. The frontier is forever closing, at least as originally understood. And new vistas are opening all the time.

San Jose Mercury News, 31 August 1997



VANNEVAR BUSH
AND THE POLITICS
OF SCIENCE

INSIDE
TAPPED OUT: Beer industry's love affair with marketing resulted in some flat sales. Page 4
AUDIO 'AMBUSH': Tom Wolfe's first fiction in a decade travels the recording route. Page 7

S 000561

Cover Review

A well-engineered life

■ Vannevar Bush devised policies that altered our lives

ENDLESS FRONTIER: Vannevar Bush, Engineer of the American Century
By G. Paschal Zachary
Fire Press, 490 pp., \$32.50

BY PAUL PREUSS

A CHAMPION of scientific expertise in government, Vannevar Bush's name and face were all over the covers of *Time* and *Fortune* and *Newsweek* in the 1940s, but today — except for the mistaken impression that Bush foresaw the personal computer and the Internet — few remember him. *Wall Street Journal* reporter G. Paschal Zachary has performed a valuable service with this admirably detailed biography of a man who not only was the 20th century's leading American engineer, but who in a real sense engineered the American century.

How should history judge a man who described many of features of the PC in 1945 and inspired the pioneers of the personal computing movement, but who disparaged digital electronic computation? Bush built an enormous mechanical computer of brass and steel, known as a differential analyzer, as early as 1931. Although he helped found Raytheon in 1924 to manufacture better and cheaper electronic tubes for radios, he never lost his affection for analog computing machines. The memory in Bush's proposed desk-sized "memex" (never built) would have consisted not of magnetic tape or disks but of reels of microfilm.

How should we assess the vision of someone who headed NASA's predecessor organization, the National Advisory Committee for Aeronautics (one of his first acts was to establish a research center in Sunnyvale), but who thought rocketry was a waste of time and did his best to discourage the development of satellites, intercontinental ballistic missiles and moon rockets?

The middle years of the century, the years of World War II when Bush was at his acme, were a fulcrum for our national values, our self-image and our conception of ourselves as a distinctive people in the world. Like his times, Bush was a mass of questions and contradictions. He founded the Office of Scientific Research and Development (OSRD) and fought savage bureaucratic battles with Army and Navy brass to persuade them to invest in weapons



ASSOCIATED PRESS/WIDE WORLD — FROM *ENDLESS FRONTIER*
Vannevar Bush, shown here in 1942, was a high-profile engineer during World War II.

development. Because of Bush, American radar helped sweep U-boats from the sea, and the proximity fuze made anti-aircraft guns and artillery devastatingly effective.

At first Bush opposed nuclear research, thinking the prospects for a bomb "remote from a practical standpoint." He ended up launching the Army's Manhattan Project. What to think of a man who advised dropping the bomb on Japan, then wanted to share

nuclear secrets with the Soviet Union — and who staunchly opposed the development of the H-bomb?

He sounds almost liberal. Not at all. Bush was so conservative he distrusted democracy. Although he was one of Franklin Delano Roosevelt's greatest admirers and closest advisers, he thought the president should be relieved of his burdens by delegating power to a committee of technical experts. During the Communist witch

hunts after the war, Bush failed to defend the distinguished scientist E. L. Condon, under attack by the House Un-American Activities Committee, noting that "Communist infiltration constitutes a genuine menace in this country."

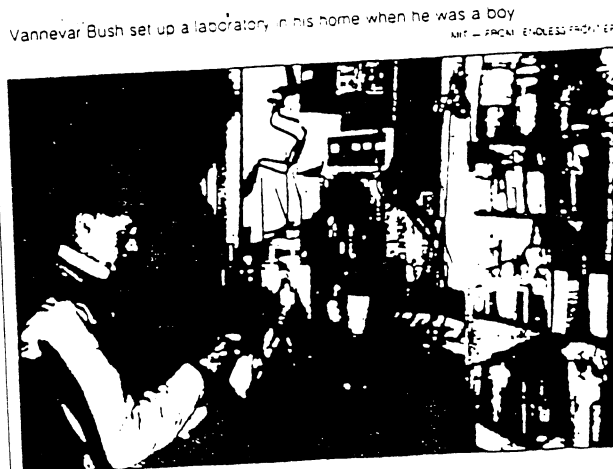
A Red baiter, then? Not that easy. He was one of Robert Oppenheimer's staunchest defenders at the 1954 AEC security hearings and a scathing critic of Joseph McCarthy. In 1967, Bush recalled, "Good Lord, I worked with Hoover, Truman, Eisenhower, Roosevelt, Kennedy, and I don't think any of them ever knew what my political philosophy was or were in any way interested in it."

Born in 1890 in Chelsea, Mass., the son of a Protestant minister, Bush began his inventing career while a student at Tufts College, where he earned a patent on a sort of analog computer mounted on a wheelbarrow, a surveying device. After graduate school at the Massachusetts Institute of Technology, he eventually became a professor there, and by 1932 he was MIT's vice-president. Washington, D.C., proved to be but a short step away.

Bush advocated civilian control over military research, but through the OSRD and other organizations he did more than anyone else to establish the military-industrial complex. After the war, his opposition almost sunk the National Science Foundation and the civilian-controlled Atomic Energy Commission (today's Department of Energy) — and each had been his own branch. Bush was a masterful politician who could threaten and cajole and occasionally deceive to get what he wanted, but he had no constituency except scientists and engineers, having lost the support of younger scientists, his power quickly slipped away.

Virtually discarded by government leaders after World War II, Bush kept an office at MIT and died at home in 1974 at the age of 84. "In hindsight, how does one judge Vannevar Bush?" Zachary asks. "Right or wrong? Good or bad? Success or failure? Such questions certainly would strike Bush as absurd. . . . His was a life not of looking back, but of charging ahead." Maybe a full reckoning of his importance isn't possible. Bush himself liked to say, "It is earlier than we think." ■

Paul Preuss' new novel is "Secret Passage," \$5.



MIT — FROM *ENDLESS FRONTIER*
Vannevar Bush set up a laboratory in his home when he was a boy.

books

The EE who swayed the world

GRANGER MORGAN

Ask most electrical engineers to list who did most to shape the second half of the 20th century, a few are likely to include one of their own: Vannevar Bush, professor of electrical engineering at the Massachusetts Institute of Technology (MIT), co-founder of Raytheon Corp., and civilian director of the massive U.S. R&D effort during World War II. Yet the development of radar, the proximity fuse, effective anti-submarine warfare, and countless other innovations played the decisive role in tipping the balance of the war to the Allies and, in the longer run, in securing democracy as the pre-eminent form of government for industrialized states at the close of the 20th century.

Bush was born in 1890 in a town just north of Boston, where his father was a Universalist minister, and he grew up in a nearby community to which the family moved in 1892. He was a strong-willed young man, with a "spark of belligerency," who from time to time endured bouts of illness. He showed great promise in mathematics and science, and perhaps just as important, proved adept at building things with his hands.

Biographer C. Pascal Zachary, a senior writer for the *Wall Street Journal*, explains that in "tinkering in his basement, Bush shared an activity with many brainy, middle-class boys around the country. The romance of invention... was contagious... [and] Bush realized that the path of the inventor offered him perhaps the only means of achieving conventional success without sacrificing his maverick leanings."

In 1909, when Bush graduated from Chelsea High, he was an independent-minded, politically conservative middle-class New Englander. He was "impatient with pomp," Zachary reports, an "outsider who resented the elite of society but hungered for recognition too." He went to Tufts University, in Boston, where he earned bachelor's and master's degrees in engineering. On one occasion, he read the textbook for a course in advance and asked the professor if he could cut classes to make some time available for other things, and just take the final exam when it occurred. The professor instead gave him the test on the spot—Bush passed and was granted credit.

After working briefly at General Electric Co., Bush entered a doctoral program at Clark University but then transferred to MIT, where he completed a thesis in the new electrical engineering department in less than a year. In 1916 he accepted a job at Tufts and, in parallel, took a position as laboratory director for American Radio and Research Corp. (Amrad). Three years later he moved to the electrical engineering department at MIT, where he expanded his program of research and industry consulting.

Bush's work at Amrad eventually con-

Endless Frontier: Vannevar Bush, Engineer of the American Century.
Zachary, C. Pascal.
The Free Press, New York.
1997, 518 pp., \$32.50

tributed to the establishment of a new company, Raytheon Corp., which grew rapidly, supplying vacuum tubes for the consumer radio market. Bush prospered along with it.

In 1932 Karl Compton, MIT's new president, made Bush vice president and dean of engineering. While the position gave him wide administrative responsibilities and greater exposure on the national scene, it did not end his research activities or consulting. Much of his research at MIT focused on analog mechanical computing machines (termed "differential calculators") and on "rapid selectors" for searching large physical files (such as banks of microfilm).

As the risk of war grew in the late 1930s, Bush became concerned with laying the R&D foundation for a conflict whose outcome, he believed, would be determined by technological prowess. He had already begun to expand his activities in Washington, D.C., when in early 1939 he was named to head the prestigious Carnegie Institution of Washington, a position that provided the springboard that soon vaulted him to the pinnacle of power.

Bush's appointment in 1940 to chair the National Defense Research Committee (NDRC), which was later transformed into the powerful Office of Scientific Research and Development (OSRD), resulted from vision, good ideas advanced

books

at just the right moment, the right friends, and superb salesmanship combined with technical accomplishment and great administrative skill. Bush built an organization that, while coordinating with the uniformed military services, defined its own research priorities and ran its own show with minimal oversight by the President and Congress.

Bush pioneered new contracting methods that mobilized the nation's top scientists and engineers, with minimal red tape, to address key problems, often in their own laboratories. By 1944 OSRD was spending \$3 million a week on 6000 researchers at more than 300 industrial and university labs. This count does not include the building of the atomic bomb by the Manhattan Project, over which Bush had responsibility through different administrative arrangements.

Readers unfamiliar with the critical role played by Bush and the OSRD in the war effort will find the central 150 pages of Zachary's biography an exciting and invaluable introduction. Details of Bush's skillful wooing and bullying of military leaders such as Admiral Ernest J. King are particularly interesting. I would have preferred a few more technical details, but except for confusion between the capabilities of the German V1 and V2 weapons, those provided are accurate.

Accustomed to wielding great power with remarkably little accountability, in the post-war era Bush found it difficult to adjust to the reemergence of politics-as-usual and bureaucratic regulation. He strongly supported the atomic bomb he had helped create, but he also recognized that the bomb had changed the world, and worked hard, if without much success, to put in place an international regime to manage this threat to security. On the other hand, he was slow to recognize the great strategic importance of ballistic missiles and the military uses of space. This blind spot worked to erode his standing with post-war military leaders.

Bush is widely credited with being the father of the social contract that guided post-war R&D in the United States. He was the principal author of the report, "Science the Endless Frontier," which today is perhaps the most venerated, if rarely read, icon in Federal science and technology policy circles. Zachary's account makes it clear that while many of the ideas that led to the post-war system of Federal R&D originated with Bush, and with OSRD contracting experience, Bush by no means deserves all the credit. Indeed, his strong will, plus his failure to understand the changing political landscape, did much to delay the creation of the National Science Foundation.

In Zachary's account, Bush is an immensely impressive man to whom the country and the Western world owe a great debt of gratitude. He was also human, with an ego, a strong and sometimes abrasive style, and other failings and limitations. These are recounted with an honesty that in no way detracts from Bush's great achievements as an engineer, as an entrepreneur, and as an excellent R&D administrator.

Most of the "big names" in U.S. science and technology policy have started out in science, especially physics. But this fascinating and well-written biography is a reminder that one of the greatest of them all, and perhaps the most influential, was an electrical engineer.

Granger Morgan is the Lord Chair Professor of Engineering at Carnegie Mellon University, Pittsburgh, where he also is head of the department of engineering and public policy and a member of the faculty in electrical and computer engineering.

15 November 1996

Proposals for discussion at Physics Today retreat

The following proposed agenda items are in the spirit of Steve's invitation to put our concerns "on the table." This list was put together by some of the staff, based on discussions among staff members. The theme of these proposals derives from the main points raised by the Physics Today advisory committee: openness, staff empowerment and editorial efficiency. The proposals address issues that are very important to at least some of the staff, and they are intended to provide a basis for discussion. Each proposal is subject to adoption, modification or rejection during the retreat. PLEASE ADD TO THE LIST.

1. Agreement that we want to keep all the present staff members.
 - Security is a prerequisite for speaking freely, sharing ideas and experimentation.
2. Openness.
 - Recognize that all staff members are legitimately concerned about all aspects of the magazine -- both content and process.
 - Proposed changes in magazine's content or process should be announced to the staff and discussed.
 - Make letters to the editor available to all staff.
3. Volunteer reporters -- a staff-based information system.
 - Reporter gathers and disseminates information on progress toward agreed-upon goals. Not intended to replace management's information system. (Example: reporting on progress toward hiring someone to categorize books.)
4. Problem resolution: Editorial and other.
 - Editorial judgment: Burden of proof on critic.
 - In disputes, staff members are encouraged to consult others on staff.

S 000564

5. Distribute work according to staff interest.
 - Adjust job descriptions of yet-to-be-hired editorial and secretarial staff members based on current staff interests.
6. Physics Today management should act in a way that leads staff to see them as their advocates rather than as the local representatives of higher management.
 - Advocates in editorial controversies.
 - Advocates in annual reviews.
7. Voluntary staff participation in hiring.
 - Participate in writing job advertisements.
 - Examine resumes.
 - Talk to candidates.
 - Offer recommendations.
8. Take affirmative action to increase diversity of Physics Today staff.
9. Allow staff to solicit outlines for articles.
10. No need for detailed schedules.

(Distribution: All PT staff and managers.)

S 000565

5 November 1997

Marc,

Thank you for asking me to meet with you today about my statement to the Physics Today advisory committee that the magazine has failed to live up fully to its claim that it is an affirmative-action employer.

I am taking this opportunity to outline the history of the issue at the magazine and to discuss the important difference between equal opportunity and affirmative action.

At a November 1996 Physics Today meeting, some of us on the staff raised the issue of affirmative action and the lack of diversity at the magazine. Several weeks earlier, one of the Physics Today editors had submitted his resignation, thus presenting us with an immediate opportunity to work toward correcting the problem. At the meeting, I said I would help monitor the situation in the future, as did Jean Kumagai, who is the only minority among the 18 individuals who work at Physics Today.

On 14 April 1997 the Physics Today staff learned that out of the 85 applicants for the editorial opening at the magazine, three had been selected to come in for interviews -- all white males. Among the 85 applicants were a number of potentially qualified minorities and women. Jean and I argued that if Physics Today were truly committed to affirmative action, it would also bring in some of these applicants. That could have been done easily, but Charles Harris and Steve Benka refused, saying that it was not worth the delay of a week or so that it would cause. We felt that this revealed Physics Today's priorities (and AIP's, too, because Charles had told us that he had discussed the institute's affirmative action policy with Terri Braun after the November 1996 staff meeting), and that affirmative action clearly was low on the list.

The decisive factor turned out to be that while Charles believes in equal opportunity, he does not believe fully in affirmative action. He told me, for example, that he would not hire a minority who is qualified to do the job unless that individual was more qualified than all 84 of the other candidates. Such a policy can lead to an all-white staff even though many minorities are qualified to do the work. For reasons outside of our immediate control, qualified minorities are less likely to have credentials beyond those needed to do the work. Thus, the qualified minorities are passed over in favor of white applicants who have such superfluous credentials. The result is a staff that doesn't look like the population of people who are qualified to do the work. Thus the Physics Today staff does not look like the physics community, the journalism community, the Washington community or the nation as a whole. As long as Physics Today fails to embrace affirmative action, minorities will continue to be in the subset of applicants

S 000566

deemed qualified to do the job, but rarely among those actually hired. Thus "equal opportunity" amounts to a de facto "whites only" hiring policy at Physics Today. Historically, affirmative action was instituted to overcome this shortcoming of equal opportunity.

Charles also told me that staff diversity is of no value to the magazine -- except to make the office a more interesting place to work. Therefore the fact that a particular job candidate would contribute to the diversity of the staff counts for nothing, he said.

My own concern about affirmative action at Physics Today was heightened when AIP and the magazine relocated from New York City to College Park four years ago. To fill the editorial openings created by the move, the magazine hired three individuals, all white males -- Ray Ladbury, Denis Cioffi and Steve Benka. None of the three had any journalism experience, but the magazine was willing to train them. (One could view this as an affirmative action program for white males.) If the magazine is willing to hire and train potentially qualified whites, then why not do that for minorities, too?

The managers at Physics Today made two token gestures in response to the pressure that we applied: They told a few organizations of minority scientists about the job opening, and, after they filled the position with a white male, they phoned a few of the minorities whom they had judged to be "promising candidates."

Ever since my disagreement with Charles over affirmative action at Physics Today, he has treated me a little bit like an unwelcome troublemaker. You should be able to verify any point that I have made in this note without attributing it; by doing it that way, you can avoid exacerbating this problem.



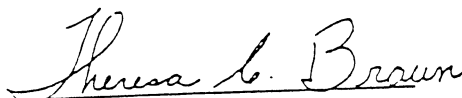

S 000567

One Physics Ellipse
College Park, MD 20740-3843

Tel. 301-209-3100
Fax 301-209-0843

1996 AFFIRMATIVE ACTION PROGRAM
FOR
AMERICAN INSTITUTE OF PHYSICS

Program completed by:

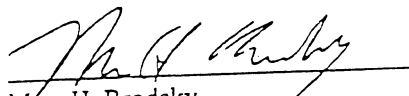


Theresa Braun
Director of Human Resources and
EEO Coordinator

Address:

One Physics Ellipse
College Park, MD 20740-3843

Program approved by:



Marc H. Brodsky
Executive Director/CEO

This Affirmative Action Program is effective from January 1, 1996 to December 31, 1996.

Member Societies:

The American Physical Society
Optical Society of America
Acoustical Society of America
The Society of Rheology
American Association of
Physics Teachers
American Crystallographic
Association
American Astronomical Society
American Association of
Physicists in Medicine
American Vacuum Society
American Geophysical Union

recycled paper

S 000568



INTER - OFFICE MEMORANDUM

July 11, 1996

TO: Theresa C. Braun
FROM: Melinda Underwood *MU*
SUBJECT: Affirmative Action--1995

Below are the area in which AIP had underutilization in 1995:

Senior Managers	Female and Minority Underutilization
Senior Professionals	Female Underutilization
Other Professionals	Minority Underutilization

Let me know if you want to develop a narrative discussion of goals for the Affirmative Action Plan for 1996-1997.

S 000569

The American Institute of Physics--Discussion of Goals (1995)

After analyzing our Affirmative Action plan and looking at the utilization analysis, it has come to the attention of the American Institute of Physics (AIP) that underutilization of minorities and females exist in the following job group:

Senior Managers (101) Female and Minority

Sr. Professionals (201) Female

Other Professionals (202) Minority

The American Institute of Physics has been and will continue to be an equal opportunity employer. Our goals for increasing utilization of the above groups will include:

- ▶ Broadening the scope of our recruiting efforts. This will include expanding our recruiting outlets and resources such as utilizing the Internet, Department of Labor, and community resources for job postings.
- ▶ Exploring diversity training and continue to monitor hiring process. AIP is looking into offering diversity training for hiring managers and supervisors.
- ▶ Examining and identifying internal candidates for open positions and career development. This will include continuing cross job training, development of skills, and promotion of existing tuition reimbursement program.

S 000570

RESPONSIBILITY FOR IMPLEMENTATIONA. Executive Management Responsibility

As the representative of executive management, the EEO Coordinator has primary responsibility and accountability for implementing, directing and monitoring this Affirmative Action Plan.

1. Implementing the affirmative action programs set forth in this Plan, including the development of policy statements and related internal and external communication procedures to disseminate those policy statements.
2. Developing and supervising the presentation of our equal employment opportunity policy during the supervisory training and new employee orientation programs, which may include question-and-answer sessions for supervisors and employees answering their questions about this Affirmative Action Plan.
3. Designing and implementing an audit and reporting system that will accomplish the following:
 - (i) Measure the effectiveness of our affirmative action programs.
 - (ii) Indicate when remedial action is needed.
 - (iii) Determine the degree to which our goals and objectives have been attained.
4. Advising management and supervisory personnel on developments in the laws and regulations governing equal employment opportunity.
5. Serving as liaison between the Company and all enforcement agencies.
6. Identifying problem areas and establishing goals and objectives to remedy underutilization in major job groups, if any underutilization exists.
7. Conferring with community organizations representing women, minorities, veterans, the disabled and older workers.

S 000571

8. Auditing periodically our on-the-job training, hiring and promotion patterns to remove impediments to attainment of the Company's goals and objectives.
9. Rating supervisory employees based, in part, upon their efforts and success in furthering the goal of equal employment opportunity, and informing supervisory employees of this evaluation practice.
10. Discussing periodically the Company's commitment to equal employment opportunity with managers, supervisors, and employees. During these discussions, the EEO Coordinator will stress the importance of affirmative action, as well as nondiscrimination.
11. Reviewing the qualifications of all employees to insure that minorities and women are given full opportunities for transfers, promotions and training.
12. Providing access to career counseling for all employees.
13. Conducting periodic audits to ensure that the Company is in compliance with federal and state laws and regulations requiring:
 - (i) Proper display of posters explaining the Company's obligation to engage in nondiscriminatory employment practices.
 - (ii) Integration of all facilities which we maintain for the use and benefit of our employees.
 - (iii) Maintenance of comparable facilities, including locker rooms and rest rooms, for employees of both sexes.
 - (iv) Providing full opportunity for advancement and encouraging minority and female employees to participate in educational, training, recreational and social activities sponsored by the Company.
14. Counseling supervisors and managers to take actions necessary to prevent harassment of employees placed through affirmative action efforts and to eliminate the cause of such complaints. Further, the EEO Coordinator will

counsel supervisors and managers not to tolerate discriminatory treatment of any employee by another employee or supervisor and to report all complaints or incidents to him.

15. Establishing an internal complaint system that will enable employees to discuss complaints with the EEO Coordinator whenever they feel that they are being discriminated against on the basis of race, color, religion, sex, national origin, disability or veterans' status.
16. Serving as liaison between the Company and community organizations representing minorities, women, veterans, the disabled and older workers.
17. Developing expertise and knowledge of equal employment opportunity guidelines and regulations in order to advise and update top management and supervisory personnel concerning developments affecting our equal employment opportunity program.

B. The Responsibilities of Supervisors and Managers

All supervisors and managers must share in the day to day responsibility for implementing the affirmative action programs set forth in this plan. Specifically, they must endeavor to:

1. Respond to inquiries about our Affirmative Action and Equal Employment Policy, after consulting with our EEO Coordinator.
2. Assist our EEO Coordinator during the investigation of allegations of discrimination.
3. Participate in recruitment and accommodation efforts designed to enable disabled individuals, disabled veterans and others to secure employment and to advance to positions for which they are qualified.
4. Ensure that all federal and state posters explaining the laws prohibiting discrimination are properly displayed.
5. Participate in the development and implementation of affirmative action programs.

DISSEMINATION OF EQUAL EMPLOYMENT POLICY

I. Internal Dissemination

The Company will take the following actions to disseminate its Affirmative Action and Equal Employment Policy, as appropriate, on a regular and continuing basis.

A. Including the Affirmative Action and Equal Employment Opportunity Policy statement in its policy manual and employee handbook, as published. A copy of our EEO Policy, which is contained in our Employee Handbook, is attached at the end of this section.

B. Meeting with supervisory personnel to explain the intent of the Affirmative Action and Equal Employment Policy and their individual responsibilities for its implementation. We conducted supervisory training for all management about equal employment opportunity, affirmative action and sexual harassment during Plan Year 1995 and have continued the training into Plan Year 1996. We have attached information relating to our supervisory training at the end of this section.

C. Scheduling special meetings with employees or using Company newsletters to discuss and explain individual employee responsibilities or opportunities under the affirmation action program. During the current plan year we will be conducting

training for all employees about our affirmative action program and equal employment opportunity in the workplace.

D. Discussing our equal employment policy during any orientation programs we hold, at which time all new employees (and if applicable, transferred and promoted employees) will be advised of our commitment to affirmative action and equal employment opportunity. Our Affirmative Action and Equal Employment Opportunity Policy statement and policy statements affirmatively supporting the employment of minorities, veterans, the disabled and women will be explained during these sessions. During these orientation sessions a management representative from various areas of the Company, including Human Resources, explains the function of their department. Our Affirmative Action and Equal Employment Opportunity Policy statement and policy statements affirmatively supporting the employment of minorities, veterans, the disabled and women are explained during these sessions. We have attached at the end of this section an "Overview of New Employee Orientation Process", which includes a copy of our "New Employee Checklist," and addresses equal employment opportunity and affirmative action in the workplace.

E. Posting the Affirmative Action and Equal Employment Policy, along with all required State and federal informational posters, on our bulletin boards, and updating such posters as required. Our "Affirmative Action and Equal Employment Opportunity Policy Statement", "Invitation to Vietnam Era and

IDENTIFICATION OF PROBLEM AREAS (DEFICIENCIES)
BY ORGANIZATIONAL UNIT AND BY JOB GROUP

I. UNDERUTILIZATION

The EEO Coordinator conducted a Utilization Analysis for the 1996 Plan Year in which she compared the workforce representation of minorities and females to their statistical availability by job group. The Utilization Analysis led the Company to identify the following areas of underutilization:

Females are statistically underutilized in job groups 101 (Senior Managers) and 201 (Senior Professionals).

Minorities are statistically underutilized in Job Group 202 (Other Professionals Technicians).

The Company is addressing these potential problem areas by establishing goals which we will attempt to achieve through specific action oriented programs, which are described in the section of this plan entitled "Action Oriented Programs." Our Utilization Analysis and Goals are contained behind the tabs, so named, in this affirmative action plan.

II. ADVERSE IMPACT

To determine if our selection procedures have an adverse impact upon minorities and females during the first six months of our 1996 Plan Year, we conducted an adverse impact analysis upon our selection decisions. We compared the selection ratios of minorities and females to those of non-minorities and males, respectively, in the areas of hiring, promotion and termination. Through this analysis we discovered no areas for this time period of statistically significant adverse impact.

As a result of our adverse impact analysis, we examined each of the selection decisions that occurred in job groups where adverse impact was discovered as described in the Action Oriented Programs section of our plan. Furthermore, a full impact ratio analysis of our selection decisions and a narrative discussion of the legitimate business reasons supporting our decisions is found behind the "Jaar Analysis, Impact Ratio Analysis and Placement Analysis" tab.

III. IN GENERAL

In addition to the above, the EEO Coordinator will, on an annual basis, as applicable, identify potential problem areas in the total employment process, which may include review of the following areas:

- A. Composition of the workforce by minority group status and sex.

- B. Composition of applicant flow by minority group status and sex.
- C. Overall employee selection process including position specifications, application forms, interviewing procedures, test administration, test validity, referral procedures, final selection process, and other employee selection procedures.
- D. New hires, promotions, terminations, etc.
- E. Utilization of training, recreation and social events and other programs that are sponsored by the Company.
- F. Technical phases of compliance with laws prohibiting discrimination in employment and promoting affirmative action programs, e.g., retention of applications, notifications to subcontractors, etc.
- G. "Underutilization" of minorities or women in specific job groups.
- H. Lateral or vertical movement of minority or female employees occurring at a lesser rate than that of non-minority or male employees.
- I. The selection process eliminating a significantly higher percentage of minorities or women than non-minorities or men.
- J. Application and other preemployment evaluation forms or procedures not in compliance with federal or state law.
- K. Position descriptions inaccurate in relation to actual functions and duties of that particular job.
- L. De facto segregation, by race or sex, existing in job titles or job groups.
- M. Seniority provisions contributing to overt or inadvertent discrimination by minority group status or sex.
- N. Non-support of our affirmative action and equal employment programs and policies by managers, supervisors or employees.
- O. Minorities or women significantly underrepresented in training or career improvement programs.
- P. Lack of formal techniques for evaluating effectiveness of the programs set forth in this Plan.

From: Susan Funk
 To: SBENKA, JBARKER, GCOLLINS, PELLIOT, TFEDER, CHARRI...
 Date: 18 Sep 1997 (Thu) 13:29
 Subject: Additional Agenda items...

I have been asked to e-mail this to all of you.

-- Susan

Here are some critical topics we would like to see on the agenda for next week's Content Retreat.

(1) Revised editorial structure: implementation of the long-deferred editorial board to increase staff's participation in editorial function and decision making.

While some may regard this as "process" and not a valid part of this "content" retreat, this step is essential for any meaningful changes in content to be successfully implemented. PT has a highly talented staff that is frustrated by the current structure, which prevents the staff from making a significant and ongoing contribution to enhancing the magazine's quality. Implementing the editorial board is the best way to make the magazine's content more timely, lively, and interdisciplinary.

All the editorial staff should be part of the editorial board.

(2) Revised outlook: an outlook that is more independent, more daring, more thought-provoking, more representative of diverse views in the physics community, more appealing to younger readers, more responsive overall not just to our current readers but to the additional readers we would like to have, more competitive.

(3) Added functions: to provide a forum for debate, to discuss openly issues relevant to the physics community (including controversial or contentious ones), to underscore the social context and relevance of physics.

(4) Added department: creation of "reader viewpoint" feature in which PT publishes reader responses to questions formulated by the staff.

How this would work: In one issue we publish the topic on which we want readers to give their opinions. In a later issue, we publish a representative sampling of those opinions. Such a feature would create a lot of reader interest and could play a valuable role in the society of physicists. Our topics and the subsequent opinions could become the talk of physics coffee rooms and pre-colloquium gatherings.

(5) Revised departments: discontinue reporting of awards and job changes.

The undersigned believe that it is essential that these topics be discussed at the content retreat.

Judy Barker, Graham P. Collins, Chas Day, Paul Elliott, Toni Feder, Jean Kumagai, Elliot Plotkin, Jeff Schmidt.

16 March 1998

Dear Graham,

At the Physics Today staff meeting on 3 March, the editor announced your upcoming departure and called it simply "the big news." We found that characterization offensively neutral. The resignation of a dedicated, long-time staff member is not just "news"; it is a huge loss for both the staff and the readers of the magazine, and it is a failure on the part of the magazine. We are extremely sorry you are leaving Physics Today.

The fact that those in charge are not encouraging you to reconsider is consistent with their behavior toward you over the months, and it leads us to believe that they are not 100% unhappy about your resignation. We think they are fully aware and appreciative of your extraordinary dedication and hard work. But we think they nevertheless have mixed feelings about your presence on the Physics Today staff because you have been an outspoken voice for change at the magazine. We share your frustration over management's continued resistance to badly needed improvements, and so we find your decision to resign quite understandable. Nevertheless, we are sorry to lose you.

Of course, driving away people who point out problems will make for a seemingly smoother operation. But such maintenance of appearances comes at a very high price, because problems that are not clearly exposed cannot be adequately addressed or corrected. We have all seen this in the grossly mismanaged effort to prepare the 50th anniversary issue of the magazine. After each of the many meetings that we have had on this special issue -- meetings at which staff suggestions have been routinely ignored and important decisions routinely deferred -- staff members have whispered to each other privately, in the strongest possible terms, about the absurd amount of time and money being wasted. Nearly everyone agrees that the effort is being grossly mismanaged, but because no one has felt safe enough to bring the matter out into the open at a meeting, there has been no real discussion of how the effort could be better organized and executed. And so after all this time the managers have done nothing to improve the way it is being managed.

During the past year, Physics Today management has moved toward a more repressive work environment and toward a love-it-or-leave-it policy. As you know all too well, there is now much less pretense that "improve it" is a realistic option. Management has become suspicious of anything that could lead to change, and they act against it no matter what the cost to morale or to the readers and the physics community. Take, for example, Steve Benka's recent order forbidding private conversations between staff members at work and declaring that all conversations between staff members must be open to management supervision. Although

S 000579

Charles Harris later told someone on the staff that this totalitarian measure would not be enforced, it has not been officially retracted, and so the chill remains.

Almost four months ago the Physics Today advisory committee warned that "PT could experience severe losses in its editorial staff if morale issues are not being addressed or are being addressed in a cursory manner. This issue needs continued and heightened attention from management." Physics Today management chose to ignore this warning, and now with your departure we are suffering the predicted consequence. (The magazine's loss of Susan Funk, who quietly cleaned out her desk on Friday 6 March and never came back, was also the result of frustration, we think, with the impediments to fashioning her editorial assistant position into something more than a dead-end job.)

Those in charge should not forget that Physics Today is a trust of the physics community. To needlessly lose dedicated and experienced staff members, especially those who make the extra effort to improve the magazine and the workplace, is to squander the physics community's valuable resources.

We hope some way will be found to keep you at Physics Today, although we realize that this is unlikely to happen. We have been fortunate to have you as a colleague, and we gained much from your honesty and insight. We hope you keep up the spirit in whatever you do.

S 000580

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Myriam P. Sarachik
President, American Physical Society
Department of Physics, CCNY-CUNY
Convent Avenue and 138th Street
New York, NY 10031

17 March 2003

Dear Myriam Sarachik,

After a long investigation — the most detailed to date by scientists — an IEEE human rights committee has issued a disturbing report on the dismissal of physicist Jeff Schmidt by the American Institute of Physics. As you know, Jeff was fired after 19 years at *Physics Today* magazine, upon publication of his book, *Disciplined Minds*.

The IEEE committee joins a long list of individuals and organizations that have publicly condemned AIP's action as suppression of dissent within the physics community. Among the 800 scientists and other scholars who have gone on record against AIP's repressive behavior are more than 500 physicists, mostly APS members — the largest number of physicists ever to speak out on a freedom-of-expression issue in the United States.

In one of the scores of protest letters, APS member Al McInturff notes that if we fail to take a stand against suppression of dissent, then "by our silence we concur." This is especially true when the repression is carried out in our name, as it was in this case, because the American Physical Society is the leading organization that governs the American Institute of Physics. APS cannot say, "We aren't responsible for AIP's behavior."

The 500 APS members who are objecting to Jeff's firing would, of course, like their Council to be responsive to their concerns. On their behalf, we ask you to raise the issue formally with the APS Council, of which you are a member. Specifically, we request that the Council hold an on-the-record discussion of the issue and take the following action:

1. Call publicly for Jeff's reinstatement.
2. Instruct the APS representatives on the AIP Governing Board to press for Jeff's reinstatement.

To date, there has been no serious investigation of Jeff's case by any APS official, as evidenced by the simple fact that no one from APS has ever contacted Jeff to give him the opportunity to address whatever issues APS deems decisive in the case.

When we looked into Jeff's dismissal ourselves, we concluded that it was a clear case of suppression of dissent — a reprisal for Jeff's critical research and writing about physics education and professional careers, and in particular for his views on workplace practices and working conditions at *Physics Today*. A revealing statement by AIP CEO Marc Brodsky, prompted by protests against Jeff's firing, confirmed for us that we hadn't missed any significant facts when we assessed the matter.

While at *Physics Today*, Jeff consistently completed his work far ahead of deadline, invariably received job performance ratings of "Meets job requirements" or "Exceeds job requirements," and was widely praised for the quality of his work. The evidence indicates that Jeff would still be employed by *Physics Today*, just as he had been for 19 years, if he had not been a workplace activist and if he had written but not published *Disciplined Minds*. As far as we know, no AIP manager has disputed this,

either publicly or privately. Therefore, we conclude that Jeff was fired for expressing critical views within the physics community. Ironically, reviewers have treated his book as a valuable contribution. (See, for example, the review in the APS Forum publication, *Physics and Society*, July 2002, and the author interview in the APS Division of Biological Physics publication, *The Biological Physicist*, October 2001.)

Jeff's treatment like a heretic reflects poorly on our organization and undermines the science community's efforts to be seen by the public as open-minded. We would like to work with you to make sure that the next round of publicity in this case is positive — based on a clear demonstration by APS that physicists will not tolerate the exclusion of critical views from debate within the physics community. We are sure that you, as a fellow physicist, share our high expectations for our organization.

Jeff has not taken his dismissal to court, preferring first to give individuals and organizations such as APS the opportunity to speak out publicly for justice. Forgoing this opportunity would take the matter out of the hands of the physics community and would likely put APS in the awkward position of co-defendant. (When Jeff was fired, he was banned from APS headquarters as well as AIP headquarters, being told never to reenter the American Center for Physics "at any time, for any reason.") What would APS's lawyers say? "Firing Jeff was perfectly legal"? "It's all AIP's fault"?

APS is known for speaking out when scientists in other countries suffer reprisals for expressing their views. We must not give repressive foreign authorities the opportunity to question our credibility and dismiss our protests as hypocritical because we are silent about repression within our own organizations.

We will, of course, report the Council's response in this case to the hundreds of concerned APS members, physics graduate students, and people outside of physics who have been following the case with great interest. Thus, this is not only an opportunity to do something for justice close to home, but also an opportunity for APS leaders to build their reputation among both physicists and human rights activists.

Enclosed is a copy of the human rights committee report mentioned above. Marc Brodsky's statement to the committee (and to others) is posted on the web at <http://disciplinedminds.com>. We asked Jeff if he had any testimonial evidence from physicists that he did good work at *Physics Today*, and a copy of what he sent us in response is enclosed. We thought you would also appreciate the perspective of the enclosed article from *Physics World* magazine.

We would appreciate hearing your views. Please feel free to contact any of us — our addresses and telephone numbers are at the top of this letter. We would, of course, be happy to provide additional information. We have written to other members of the Council to ask their views, too. Please feel free, as well, to contact Jeff directly, at 202-537-3645 or jeffschmidt@alumni.uci.edu.

Best regards,



For Talat Rahman, Michael A. Lee, George F. Reiter, Denis G. Rancourt, and Fay Dowker

January 1982

American Institute of Physics Employee's Handbook



American Institute of Physics
335 East 45th St., New York, N.Y. 10017
500 Sunnyside Blvd., Woodbury, New York 11797

S 000583

OFFICE PRACTICES AND PROCEDURES

Office Hours - The normal work week for full-time employees is 35 hours, Monday through Friday.

At Headquarters the working day runs from 8:45 a.m. to 4:45 p.m., with one hour for lunch.

At Woodbury the hours for the Day Shift run from 8:45 a.m. to 4:15 p.m., with a half hour for lunch. The Night Shift hours are 5 p.m. to 10 p.m. with no meal break.

At both locations management may schedule other working hours for specific employees.

Pay Periods - are semi-monthly. Pay checks are distributed on the 15th and the last day of each month, except:

- when these dates occur on a Friday, Saturday, or Sunday, payroll checks are distributed the previous Thursday.
- when these dates fall on a holiday, payroll checks are distributed on the previous working day (but not on a Friday; see above).

Overtime - Overtime for eligible employees must be approved in advance by the supervisor. It is paid at the rate of one and one half times the regular pay for hours worked in excess of 40 hours per week. Approved Saturday or Sunday work by eligible employees will be compensated at the time and one half rate. Properly authorized overtime payroll forms must be sent to Personnel by 12 noon on Monday to be credited for the pertinent payroll deadline. Payroll deadline schedules may be obtained through Personnel.

Vacations - Employees who have worked at the Institute on a full-time basis for at least six months will qualify for a vacation on the following basis:

An employee earns one day of vacation for each full month of employment within the first year at AIP. During each of four successive years, an employee is entitled to a day and a quarter for each full month of employment (15 days per year). During the sixth year and each year thereafter, an employee is entitled to one and two thirds days for each full month of employment (20 days per year).

Employees who have been at the Institute on a full-time basis for 15 years are entitled to an extra week of vacation for that year. Employees who have been at the Institute for 20 years are entitled to two additional weeks for that year. Employees who have completed 25 years of service are entitled to two additional weeks for that year.

A pay check for an employee planning vacation time on a pay day may be advanced to the preceding pay day before the start of the vacation, provided that the vacation has already been earned by that earlier date. Personnel Division must be notified in writing, with the supervisor's signature, at least one month in advance.

The choice of vacation time must be approved by the individual supervisor in accordance with seniority and expected work loads.

Up to 30 days of vacation may be accumulated. No additional vacation time may be accumulated unless approved in advance by the supervisor and the Personnel Committee.

given for the time in service when the employee returns to the Institute. Every effort is made to place employees returning from military service in positions comparable with those they left. AIP does not pay for time taken off for military reserve training.

Performance Reviews - The job performance of every AIP employee is reviewed at least once a year. Most new employees on a non-professional level will receive their first review six months after employment and then annually on their anniversary date. After a promotion, the new annual review date becomes the anniversary date. Trainees are reviewed more frequently. A review does not guarantee a salary increase. An employee whose work is judged unsatisfactory may be put on probation or termination.

Discipline - The Institute expects its employees to conduct themselves in a pleasant, businesslike manner at all times. If it is necessary for a supervisor to discipline an employee for a minor transgression, it is usually done in an informal manner. Discussion may be recorded and included in the individual's personnel file. If the individual persists in undesirable behavior or actions, a "Corrective Interview" may be held and recorded in the file. Such an employee can subsequently be terminated without further warning. Depending upon the nature of the conduct, immediate discipline including termination may be imposed.

Transfers and Promotions - An employee who becomes dissatisfied with his or her assignments is recommended to discuss the problem with his or her supervisor or a member of the Personnel staff. Because the Institute hopes its staff will find their jobs satisfying and rewarding, it will make every reasonable effort to transfer employees whose work and attendance have been satisfactory to assignments best suited to their interests and talents.

The Institute makes every effort to promote qualified employees to higher positions when a vacancy occurs. The decision depends on past performance evaluations, length of service, attendance and punctuality, supervisor's recommendation, and suitability for the position.

HIRING AND TERMINATIONS

Employment Policy - AIP is an Equal Opportunity Employer. The Institute will hire the most qualified person regardless of race, sex, religion, age, national origin or physical or mental handicap.

Reference Checks - The Personnel Division conducts reference checks on everyone employed by the Institute. An additional credit check may be made for positions warranting special security or trust. In this case, the prospective employee is notified in advance.

Temporary Employment - On occasion, the Institute finds it necessary to hire hourly employees for short periods of time. These employees are not eligible for any employee benefits. After one month of service, hourly employees do become eligible for paid holidays. If an hourly employee is later employed in a permanent position, the date of permanent employment is used in computing eligibility for all employee benefits.

Orientation Program - Each new member of the AIP staff will be given an employee packet on the first day of employment. This will be followed by an initial orientation program within the first week of employment. At this time, the Personnel Division will review the employee packet in detail and answer any questions. A formal orientation program will be held quarterly to provide an opportunity for new employees to meet AIP officers, and learn more of the Institute's organization, background, purpose and activities.

Termination Procedures - Terminating employees are expected to give at least two weeks advance notice. Prior to the employee's departure, a termination form should be completed stating the reason. At that time, arrangements should be made with the Personnel Division for an exit interview. For those individuals who give two weeks on the job notice and have been

employed at least six months, vacation entitlement will be included with the final pay check. Resigning employees are sent a letter before they leave explaining benefit conversions and termination procedures.

Every effort will be made to give employees ample notice in the event their jobs are eliminated and they have to be laid off. If this cannot be done, severance pay will be given according to the policies in existence at the time. Any employee terminated through no individual fault, may be entitled to unemployment benefits. The Personnel Division will provide details in such cases.

S 000586

Travel Insurance - Employees required to travel on business for the Institute are covered for accident or death while traveling. The amount of the Insurance coverage depends upon the individual's salary.

Workers' Compensation - Injuries sustained on the job should be reported immediately to the supervisor. During absence from work resulting from such an injury, an employee may be paid by the Institute for a certain number of days, after which he or she will receive a certain allowance by Workers' Compensation until normal employment is resumed. The Personnel Division should always be informed of job related accidents.

Unemployment Insurance - Under certain circumstances, employees who are terminated by the Institute may be eligible for New York State unemployment benefits. Personnel can provide further details.

Tuition Reimbursement - The Institute has a program that will partially reimburse employees for tuition fees for courses pertinent to their work or toward a degree or matriculation. Eligibility starts after six months' employment.

Staff Medical Benefits - A nurse visits the Institute annually to administer flu shots to all interested staff members. The cost is paid for by the Institute.

MISCELLANEOUS

Personnel Records - Any change in an employee's address, marital status, beneficiaries, etc. should be reported to the Personnel Division as soon as possible.

"Inside AIP" - This newsletter is published every other week, and distributed to all members of AIP staff.

Lunchrooms - The Institute maintains a lunchroom at each of its two locations. Free coffee and tea service is provided during lunchtime and during morning and afternoon coffee breaks. Headquarters employees must arrange their one-hour lunch time at the discretion of their supervisors, between the hours of 12:00 noon and 2 p.m. Woodbury employees must take their half-hour lunch time, arranged at the discretion of their supervisors, between 11:45 a.m. and 1:15 p.m.

Personal Telephone Calls - Outgoing and incoming personal telephone calls should be kept to a minimum. At each location there is a public telephone booth that can be used for outgoing calls.

Personal Appearance - The Institute receives distinguished visitors from all over the world. Therefore, it is important that employees maintain a businesslike appearance. Supervisors will let employees know if their appearance is inappropriate.

Personnel Division - Any questions about personnel policies, procedures or benefits that have not been answered in the booklet can be answered by the Personnel Division.

Revisions to Handbook - From time to time, the management of the Institute may at its discretion make changes in the personnel policies set forth in this booklet, if these changes or additions seem necessary.

Emergency Medical Procedure - In the event of any medical emergency, contact Office Services either in New York or Woodbury, who will summon medical assistance.

NO - SOLICITATION RULE

Employee Solicitation - Solicitation by an employee of another employee is prohibited while either person is on working time. Working time is all time when an employee's duties require that he or she be engaged in work tasks but does not include an employee's own time, such as meal periods, scheduled breaks, and time before or after a shift.

Non-employee Solicitation - Solicitation, distribution of literature, or trespassing by non-employees on these premises is prohibited.

Employee Handbook

**AMERICAN
INSTITUTE
OF PHYSICS**

Issued September 1988

S 000589

You and Your Supervisor

Your supervisor is a vital part of our management team and will have more to do with your welfare and development than any other person in our organization. Your supervisor is directly involved in planning work schedules, ensuring the quality of your work, and providing you with whatever assistance you may need. Further, your supervisor will explain your new job responsibilities, introduce your fellow employees, show you where things are, and periodically evaluate and advise you of your work performance.

An important aspect of supervisors' duties is to listen to questions, suggestions, and problems and to provide an appropriate, effective response. They are not only to supervise but to make your thoughts and concerns known to upper management. We all benefit when you give your supervisor your cooperation and discuss issues openly with them.

Your Introductory Period of Employment

It usually takes a period of time for new employees to get to know a new work environment and the people with whom they will be working. Similarly, an employer needs time to get acquainted with new employees and to find out how well they fit into a job for which they were hired. At AIP, this time is called an "introductory period."

The first three consecutive months of employment are considered to be an introductory period. Employee performance will be evaluated after 90 days' continuous employment.

Full-Time and Part-Time Employees

Full-time regular employees work at least 35 hours per week and receive full benefits.

Part-time regular employees work at least 25 hours per week and receive full benefits.

Hourly employees work a minimum of 15 hours per week and not more than 35 hours per week.

Throughout the employee handbook the term regular employee will be used to denote only full-time and part-time employees.

Your Normal Workweek

The normal work week for full-time, regular employees is 35 hours, Monday through Friday.

Manhattan Operations: The normal work day runs from 8:45 a.m. to 4:45 p.m., with one hour for lunch and two 15-minute breaks.

Long Island Operations: Includes two shifts. The day shift runs from 8:45 a.m. to 4:15 p.m., with 1/2 hour for lunch and two 15-minute breaks. The evening shift is from 5 p.m. to 10 p.m., with one 15-minute break.

Of course, business conditions and other factors may require that adjustments be made to these schedules from time to time. Also, the working hours of individual employees may need to be changed to address special business needs. However, in either of these circumstances, every effort will be made to provide employees with advance notice of changes in daily/weekly work schedules.

S 000590

Performance Reviews

Our policy is to pay fair and competitive wages in order to attract and retain quality employees. In addition, AIP periodically evaluates the performance of each employee. The Institute reviews staff employees annually. Trainees are reviewed more frequently.

Performance is rewarded based on merit. Our performance evaluation program gives you an opportunity to sit down with your supervisor to review how your work has progressed since your last review. During this evaluation, mutual goals for the future are discussed and what steps may be necessary to reach those goals.

While we have established a schedule for performance evaluation, this schedule is not intended to limit discussions of performance, goals, and/or objectives to those times. We urge you, as we urge our supervisors, to discuss any questions or problems related to your performance on an ongoing basis. We hope this type of communication will enhance your performance and our mutual success.

Promotion

We believe that employees should have the opportunity to increase their knowledge, skills, responsibilities, and earnings. We encourage employees to seek advancement after one year of employment and we actively assist employees, where appropriate, in achieving this personal goal.

Advancement at AIP is based on merit. We attempt to reward hard work, ability, and skill. Based on diligence, performance, and consistency, the Institute will attempt to promote qualified employees to higher positions, whenever appropriate.

In selecting employees for available positions, we will consider past performance, supervisor's recommendations, background and qualifications, length of service, reliability, and prior demonstration of ability to accept additional responsibility.

Receipt of Employee Handbook

I have received and reviewed a copy of the AIP Handbook. I agree to abide by the rules and regulations contained therein. I understand the rules, policies, and benefits contained in the Employee Handbook may be changed, modified, or deleted at any time. I understand that neither this handbook nor any other communication by a management representative is intended to create, in any way, a contract of employment. However, I do recognize that all members of management are dedicated to ensuring that discipline, including dismissal, is administered fairly and uniformly.

Date

Signature

S 000591

Employee Handbook

**AMERICAN
INSTITUTE
OF PHYSICS**

Revised March 1990

S 000592

You and Your Supervisor

Your supervisor is a vital part of our management team and will have more to do with your welfare and development than any other person in our organization. Your supervisor is directly involved in planning work schedules, ensuring the quality of your work, and providing you with whatever assistance you may need. Further, your supervisor will explain your new job responsibilities, introduce your fellow employees, show you where things are, and periodically evaluate and advise you of your work performance.

An important aspect of supervisors' duties is to listen to questions, suggestions, and problems and to provide an appropriate, effective response. They are not only to supervise but to make your thoughts and concerns known to upper management. We all benefit when you give your supervisor your cooperation and discuss issues openly with him or her.

Your Introductory Period of Employment

It usually takes a period of time for new employees to get to know a new work environment and the people with whom they will be working. Similarly, an employer needs time to get acquainted with new employees and to find out how well they fit into a job for which they were hired. At AIP, this time is called an "introductory period."

The first three consecutive months of employment are considered to be an introductory period. Employee performance will be evaluated during the 90 day period.

Full-Time and Part-Time Employees

Full-time regular employees work at least 35 hours per week and receive full benefits.

Part-time regular employees work at least 25 hours per week and receive full benefits.

Hourly employees work a minimum of 15 hours per week and not more than 35 hours per week.

Throughout the employee handbook the term regular employee will be used to denote only full-time and part-time employees.

Your Normal Work Week

The normal work week for full-time, regular employees is 35 hours, Monday through Friday.

Manhattan Operations: The normal work day runs from 8:45 a.m. to 4:45 p.m., with one hour for lunch and two 15-minute breaks.

Long Island Operations: Includes two shifts. The day shift runs from 8:45 a.m. to 4:15 p.m., with 1/2 hour for lunch and two 15-minute breaks. The evening shift is from 5 p.m. to 10 p.m., with one 15-minute break.

Washington Operations: The normal work day runs from 8:45 a.m. to 4:45 p.m., with one hour for lunch and two 15-minute breaks.

Of course, business conditions and other factors may require that adjustments be made to these schedules from time to time. Also, the working hours of individual employees may need to be changed to address special business needs. However, in either of these circumstances, every effort will be made to provide employees with advance notice of changes in daily/weekly work schedules.

Performance Reviews

Our policy is to pay fair and competitive wages in order to attract and retain quality employees. In addition, AIP periodically evaluates the performance of each employee. The Institute reviews staff employees annually. Trainees are reviewed more frequently.

Performance is rewarded based on merit. Our performance evaluation program gives you an opportunity to sit down with your supervisor to review how your work has progressed since your last review. During this evaluation, mutual goals for the future are discussed and what steps may be necessary to reach those goals.

While we have established a schedule for performance evaluation, this schedule is not intended to limit discussions of performance, goals, and/or objectives to those times. We urge you, as we urge our supervisors, to discuss any questions or problems related to your performance on an ongoing basis. We hope this type of communication will enhance your performance and our mutual success.

Staff Development and Advancement

We believe that employees should have the opportunity to increase their knowledge, skill and (when qualified) their responsibilities and earnings. Therefore, you are encouraged to improve your knowledge and skills in order to become qualified for more responsible positions. We assist you, where appropriate, in the achievement of your personal goals with programs such as the Tuition Assistance Plan.

Because of the training required for most positions at AIP, however, you may not apply for a position in another division before completing one year in your present position.

Advancement at AIP is based on merit (e.g., consistently good performance and reliability; necessary knowledge and skills; and demonstrated ability to accept increased responsibilities). The Institute will attempt to promote employees wherever possible to fill openings at higher levels of responsibility. Job openings at AIP are posted on bulletin boards at all locations, and qualified staff are encouraged to apply.

In selecting among applicants for available positions, consideration will be given to performance reviews, background and educational qualifications, length of service, and supervisor's recommendations.

S 000594

Miscellaneous

Bulletin Boards—Important business notices and items of general interest are continually posted by Management on our employee bulletin boards at all locations. Make it a practice to review them frequently. This will assist you in keeping up with what is current at AIP. Employees are not permitted to post material on the bulletin board or elsewhere in AIP facilities without proper authorization from the Personnel Division.

Identification Badge—You will be issued an employee identification badge. Admission to the buildings is limited to employees properly displaying identification badges. For security reasons, you are expected to wear your badge on the outside of your clothing while at work. If you lose your badge, report it to your supervisor.

INSIDE AIP—This newsletter, published monthly, is distributed to all staff.

Lunchrooms—The Institute maintains a lunchroom at all of its locations except Washington. Free coffee and tea service is provided during lunch time and during morning and afternoon coffee breaks at all locations. New York and Washington employees must arrange their one-hour lunch time, at the discretion of their supervisors, between the hours of 12:00 noon and 2 p.m. Long Island employees must take their half-hour lunch time, arranged at the discretion of their supervisors, between 11:45 a.m. and 1:15 p.m.

Personal Visits and Telephone Calls—Any personal visits or telephone calls during your work hours are prohibited. Should an emergency arise, your family or friends should be directed to contact the Personnel Division and someone there will arrange that you be notified. Any personal telephone calls should be made during break periods.

Receipt of Employee Handbook

I acknowledge that I have received the AIP Employee Handbook and that I am responsible for reading, understanding and following its contents. I understand that it is not a binding contract of employment but a set of guidelines for the implementation of AIP's personnel policies. I understand AIP may modify any of the provisions of this Handbook at any time as considered necessary or desirable.

Date

Signature

S 000595

Employee Handbook

AMERICAN
INSTITUTE
OF PHYSICS

Revised October 1993

S 000596

You and Your Supervisor

Your supervisor is a vital part of our management team and will have more to do with your welfare and development than any other person in our organization. Your supervisor is directly involved in planning work schedules, ensuring the quality of your work, and providing you with whatever assistance you may need. Further, your supervisor will explain your new job responsibilities, introduce your fellow employees, show you where things are, and periodically evaluate and advise you of your work performance.

An important aspect of the supervisors' duties is to listen to questions, suggestions, and problems and to provide an appropriate, effective response. They are not only to supervise but to make your thoughts and concerns known to upper management. We all benefit when you give your supervisor your cooperation and discuss issues openly with him or her.

Your Introductory Period of Employment

It usually takes a period of time for new employees to get to know a new work environment and the people with whom they will be working. Similarly, an employer needs time to get acquainted with new employees and to find out how well they fit into a job for which they were hired. At AIP, this time is called an "introductory period."

The first three consecutive months of employment are considered to be an introductory period. Employee performance will be evaluated during the 90 day period to determine continued employment.

Full-Time and Part-Time Employees

Full-time regular employees work at least 35 hours per week in New York, and 37.5 hours per week in Maryland, and receive full benefits.

Part-time regular employees work at least 25 hours per week and receive full benefits.

Hourly employees work a minimum of 15 and not more than 35 hours per week.

On-call employees are notified which days to report to work.

Cottage employees work out-of-house with fluctuating hours.

Throughout the *Employee Handbook* the term "regular employee" will be used to denote only full-time and part-time employees.

Your Normal Work Week

The normal work week for full-time, regular employees is 35 hours (in New York) and 37.5 hours (in Maryland), Monday through Friday.

New York: There are two shifts: a day shift from 8:45 a.m. to 4:15 p.m., with 1/2 hour for lunch and two 15-minute breaks; and an evening shift from 5:00 to 10:00 p.m., with one 15-minute break.

Maryland: The normal work day is from 8:30 a.m. to 5:00 p.m., with one hour for lunch and two 15-minute breaks.

Business conditions and other factors may require that adjustments be made to these schedules from time to time. Also, the working hours of individual employees may need to be changed to address special business needs. However, in either of these circumstances, every effort will be made to provide employees with advance notice of changes in daily/weekly work schedules.

S 000597

Performance Reviews

Our policy is to pay fair and competitive wages in order to attract and retain quality employees. In addition, AIP periodically evaluates the performance of each employee. The Institute normally reviews employees' performance annually. Trainees are reviewed more frequently.

Performance is rewarded based on merit. Our performance evaluation program gives you an opportunity to sit down with your supervisor to review how your work has progressed since your last review. During this evaluation, mutual goals for the future are discussed, and what steps may be necessary to reach those goals.

While we have established a schedule for performance evaluation, this schedule is not intended to limit discussions of performance, goals, and/or objectives to those times. We urge you, as we urge our supervisors, to discuss any questions or problems related to your performance on an ongoing basis. We hope this type of communication will enhance your performance and our mutual success.

Staff Development and Advancement

We believe that employees should have the opportunity to increase their knowledge and skills, to improve current performance and (when qualified) assume new responsibilities. Therefore, you are encouraged to improve your knowledge and skills in order to become qualified for more responsible positions. We assist you, where appropriate, in the achievement of your personal goals with programs such as in-house training and the Tuition Assistance Plan.

Because of the training required for most positions at AIP, you may not apply for a position in another division before completing one year in your present position.

Advancement at AIP is based on merit (e.g., consistently good performance and reliability, necessary knowledge and skills, and demonstrated ability to accept increased responsibilities). The Institute will attempt to promote employees wherever possible to fill openings at higher levels of responsibility. Job openings at AIP are posted on bulletin boards at all locations, and qualified staff are encouraged to apply.

In selecting among applicants for available positions, consideration will be given to performance reviews, background and educational qualifications, length of service, and supervisor's recommendations.

S 000598

Miscellaneous

Bulletin Boards - Important business notices and items of general interest are continually posted by Management on our employee bulletin boards at all locations. Make it a practice to review them frequently. This will assist you in keeping up with what is current at AIP. Employees are not permitted to post material on the bulletin board or elsewhere in AIP facilities without proper authorization from the Personnel Division.

Identification Badge - You will be issued an employee identification badge. Admission to the buildings is limited to employees properly displaying identification badges. For security reasons, you are expected to wear your badge on the outside of your clothing while at work. If you lose your badge, report it to your supervisor.

INSIDE AIP - This newsletter, published monthly, is distributed to all staff.

Lunchrooms - The Institute maintains a lunchroom at its New York and Maryland locations. Free coffee and tea is provided in the morning before 8:45 a.m. NY and 8:30 a.m. MD, during lunch time and during morning and afternoon breaks at all locations. Employees must arrange their lunch time, at the discretion of their supervisors, between the hours of 12:00 noon and 2 p.m.

Personal Visits and Telephone Calls - Any personal visits or telephone calls during your work hours are prohibited. Should an emergency arise, your family or friends should be directed to contact the Personnel Division and someone there will arrange that you be notified. Any personal telephone calls should be made during break periods.

Receipt of *Employee Handbook*

I acknowledge that I have received the AIP *Employee Handbook* and that I am responsible for reading, understanding and following its contents. I understand that it is not a binding contract of employment but a set of guidelines for the implementation of AIP's personnel policies. I understand AIP may modify any of the provisions of this *Handbook* at any time as considered necessary or desirable.

Signature

Date

Employees Name (Printed)

S 000599

Employee Handbook

**AMERICAN
INSTITUTE
OF PHYSICS**

Revised May 1996

S 000600

You and Your Supervisor

Your supervisor is a vital part of our management team and will have more to do with your welfare and development than any other person in our organization. Your supervisor is directly involved in planning work schedules, ensuring the quality of your work, and providing you with whatever assistance you may need. Furthermore, your supervisor will explain your new job responsibilities, introduce you to your fellow employees, show you where things are, and periodically evaluate and advise you concerning your work performance.

An important aspect of a supervisor's duties is to listen to questions, suggestions, and problems and to provide an appropriate, effective response. He/she is not only to supervise, but to make your thoughts and concerns known to upper management. We all benefit when you give your supervisor your cooperation and discuss issues openly with him or her.

Your Introductory Period of Employment

It usually takes a period of time for new employees to get to know a new work environment and the people with whom they will be working. Similarly, an employer needs time to get acquainted with new employees and to find out how well they fit into the job for which they were hired. At AIP, this time is called an "introductory period."

The first six consecutive months of employment are considered to be an introductory period. Employee performance will be evaluated during this period to determine if employment should be continued.

Full-Time and Part-Time Employees

Currently regular full-time employees work at least 35 hours per week in New York, and 37.5 hours per week in Maryland, and receive full benefits. These hours are subject to change according to business needs.

Regular part-time employees work at least 25 hours per week and receive full benefits.

Hourly employees will usually work less than 25 hours per week at an AIP location.

Temporary employees are hired as needed on an irregular basis.

Cottage employees will usually work less than 25 hours per week, at home.

Throughout the *Employee Handbook* the term "regular employee" will be used to denote only regular full-time and part-time employees.

Your Normal Work Week

The normal work week for (full-time) employees is 35 hours (in New York) and 37.5 hours (in Maryland), Monday through Friday.

New York

There are two shifts: a day shift from 8:45 a.m. to 4:15 p.m., with ½ hour for lunch and two 15-minute breaks; and an evening shift from 5:00 to 10:00 p.m., with one 15-minute break.

Maryland

The normal work day is from 8:30 a.m. to 5:00 p.m., with one hour for lunch and two 15-minute breaks.

Maryland employees may work flexible hours, within the following guidelines. All regular, full-time employees must work during the core hours of 9:00 a.m. - 4:00 p.m., taking either a half-hour or an hour for lunch. In addition, at least one senior staff member must be present in each department during regular business hours (8:30 a.m. - 5:00 p.m.), and telephones must be continuously covered. All flex time must be approved by the division manager.

Performance Reviews

Our policy is to pay competitive wages in order to attract and retain quality employees. In addition, AIP periodically evaluates the performance of each employee. The Institute normally reviews employees' performance annually. All new hires will receive a performance review at the end of their 6 month introductory period.

Performance is rewarded based on merit. Our performance evaluation program gives you an opportunity to sit down with your supervisor to review how your work has progressed since your last review. During this evaluation, mutual goals for the future are discussed, and what steps may be necessary to reach those goals.

While we have established a schedule for performance evaluation, this schedule is not intended to limit discussions of performance, goals, and/or objectives to those times. We urge you, as we urge our supervisors, to discuss any questions or problems related to your performance on an ongoing basis. We hope this type of communication will enhance your performance and ensure our mutual success.

Staff Development and Advancement

We believe that employees should have the opportunity to increase their knowledge and skills, to improve current performance and (when qualified) assume new responsibilities. Therefore, you are encouraged to improve your knowledge and skills in order to become qualified for more responsible positions. We assist you, where appropriate, in the achievement of your personal goals with training programs and the Tuition Assistance Plan.

Because of the training required for most positions at AIP, you may not apply for a position in another division before completing one year in your present position.

Advancement at AIP is based on merit (e.g., consistently good performance and reliability; necessary knowledge and skills; and demonstrated ability to accept increased responsibilities). The Institute will attempt to promote employees wherever possible to fill openings at higher levels of responsibility. Job openings at AIP are posted on bulletin boards at all locations, and qualified staff are encouraged to apply.

In selecting applicants for available positions, consideration will be given to performance reviews, background and educational qualifications, length of service, and supervisor's recommendations.

Pat on the Back

A manager may, with approval from his or her Director or Officer, award a monetary "Pat on the Back" (\$100 cash) to an employee deemed to have made a significant extra effort or contribution to the department of the Institute. All "Pat on the Back" recommendations are made in writing and must be approved by the Director of Human Resources.

Miscellaneous

Bulletin Boards

Important business notices and items of general interest are continually posted by Management on our employee bulletin boards at all locations. Make it a practice to review them frequently. This will assist you in keeping up with what is current at AIP. Employees are not permitted to post material on the bulletin board or elsewhere in AIP facilities.

Identification Badge

New York employees will be issued an employee identification badge. Admission to the buildings is limited to employees properly displaying identification badges. If you lose your badge, report it to your supervisor.

Access Card

Maryland employees will be issued security access cards which will admit them into the building through security doors and will serve as identification upon request.

INSIDE AIP

This newsletter, published monthly, is distributed to all staff.

Lunchrooms

The Institute maintains lunchrooms at its New York and Maryland locations. Free coffee and tea are provided in the morning before 8:45 a.m. (NY) and 8:30 a.m. (MD), during lunch time and during morning and afternoon breaks at all locations. Employees must arrange their lunch time, at the discretion of their supervisors, between the hours of 12:00 noon and 2 p.m.

Personal Visits and Telephone Calls

Any necessary personal telephone calls should be made during break or lunch periods. Should an emergency arise, your family or friends should be directed to contact the Personnel Division and someone there will arrange that you be notified.

Dress Code

The Institute expects each employee to maintain a neat, well-groomed appearance, and to behave in a professional manner. Extremes in dress or unbusinesslike conduct will be brought to the employee's attention.

Receipt of Employee Handbook

I have received a copy of the AIP *Employee Handbook* and understand that I am responsible for becoming familiar with the policies described in it. I understand that the information contained in it represents management guidelines only which may be modified from time to time. This *Handbook* is not a contract. I understand that neither the *Handbook's* policies nor any other representations made by a management representative, at the time of hire or at any time during employment, are to be interpreted as a contract between the Institute and any of its employees. I further understand that my employment is voluntarily entered into, that I am free to resign at any time and that AIP may terminate the employment relationship whenever it determines that it is in its' best interest to do so, and do so with or without notice or cause. I understand that I am employed at will.

Signature

Date

Employees Name (Printed)

S 000603